



GEF-7 REQUEST FOR CEO ENDORSEMENT / APPROVAL CHILD PROJECT – MSP ONE-STEP

PROJECT TYPE: **Medium-sized Project (one-step)**

TYPE OF TRUST FUND: **GEF Trust Fund**

PART I: PROJECT INFORMATION

Project Title: Business Action and Advocacy for the Planet			
Country(ies):	Global	GEF Project ID:	
GEF Agency(ies):	CI	GEF Agency Project ID:	
Project Executing Entity(s):	Business for Nature, hosted at World Business Council for Sustainable Development (WBCSD)	Submission Date:	
GEF Focal Area (s):	Biodiversity, Climate Change Mitigation, Land Degradation	Expected Implementation Start	June 2022
		Expected Completion Date	June 2024
Name of Parent Program	[if applicable]	Parent Program ID:	

I. Focal/Non-Focal Area Elements

Programming Directions	Focal Area Outcomes	Trust Fund	(in \$)	
			GEF Project Financing	Confirmed Co-financing
BD-1-1	Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors	GEFTF	666,667	1,316,734
CCM-1-3	Promote innovation and technology transfer for sustainable energy breakthroughs for accelerating energy efficiency adoption	GEFTF	666,667	1,316,733
LD-1-4	Reduce pressures on natural resources from competing land uses and increase resilience in the wider landscape	GEFTF	666,666	1,316,733
Total project costs			2,000,000	3,950,200

II. PROJECT DESCRIPTION SUMMARY

Project Objective: Towards a nature positive, world by 2030 through businesses driving policy ambition and reducing negative corporate impact.						
Project Components/ Programs	Component Type	Project Outcomes	Project Outputs	Trust Fund	(in \$)	
					GEF Project Financing	Confirmed Co-financing
Business engagement and influence in international nature-related policy agreements	Technical Assistance	Outcome 1.1: Business advocates for nature positive policy at global (e.g. CBD,	Output 1.1.1: Twenty (20) companies from different sectors and geographies are supported to advocate for nature-positive policies in key UN processes	GEFTF	495,555	1,149,317

		<p>UNGA, UNFCCC, Rio+30) and national level in coherence with integrated goals of Rio conventions and SDGs</p> <p>(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 the CBD process 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 at a national level for nature-positive policies as part of the CBD post 2020 framework roll-out phase through engagement with BfN</p>				
Component 2. Business engagement to create a business/government dialogue in key geographies	Technical Assistance	<p>Outcome 2.1: Strengthened coordination and engagement between companies and governments in four (4) key geographies to support the implementation of the CBD Post-2020 Global</p> <p>Output 2.1.1: Four (4) national-level business advisory groups receive support to guide governments in implementing business-related targets of CBD Post-2020 Global Biodiversity Framework (GBF)</p> <p>Output 2.1.2: Four (4) business biodiversity action plans as part of the NBSAPs are developed jointly between governments and</p>	GEFTF	745,036	1,455,005	

		Biodiversity Framework	national business advisory groups to support the implementation of the business-related targets of the CBD post 2020 framework in key geographies			
Component 3: Business for Nature knowledge management and strategic communications	Technical Assistance	Outcome 3.1: Strengthened business awareness and knowledge on why and how to act on nature & biodiversity	Output 3.1.1: Business knowledge management and communication strategy developed and implemented to strengthen BfN as a platform for business action Output 3.1.2: A global business “kick-starting action” campaign to enhance business engagement in climate and nature developed and executed 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)	GEFTF	479,081	847,096
Subtotal					1,719,672	3,451,418
M&E				GEFTF	99,462	106,921
Project Management Cost (PMC)				GEFTF	180,866	391,861
Total project costs					2,000,000	3,950,200

For multi-trust fund projects, provide the total amount of PMC in Table B, and indicate the split of PMC among the different trust funds here: ()

III. CONFIRMED SOURCES OF CO-FINANCING FOR THE PROJECT BY NAME AND BY TYPE

Please include evidence for co-financing for the project with this form.

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount (\$)
Private Sector	Capitals Coalition	In-kind	Recurrent expenditures	320,000
Other	MAVA Foundation	Grant	Investment mobilized	900,000
Private Sector	Stichting Benevolentia - Porticus	Grant	Investment mobilized	500,000
Donor Agency	WWF	In-kind	Recurrent expenditures	500,000
Private Sector	WBCSD	In-kind	Recurrent expenditures	1,200,000
Private Sector	We Mean Business	In-kind	Recurrent expenditures	200,000
GEF Agency	Conservation International	In-kind	Recurrent expenditures	330,200
Total Co-financing				3,950,200

Describe how any “Investment Mobilized” was identified.

Investment mobilized was obtained through the MAVA Foundation and Stichting Benevolentia. These are grant co-financing with a specific scope of work and timeframe that are additional to the project. The identification of both in-kind and investment mobilized was done in consultation with a range of stakeholders (see Stakeholder Engagement Plan - SEP) to seek synergies across the different initiatives. In particular, the BfN Coordination Group members were approached and several saw the value added of contributing to this initiative, and pledged to contribute to In-Kind co-financing the project (We Mean Business, WBCSD, WWF, Capitals Coalition, Conservation International), which is detailed in the final paragraphs of section 5 on incremental/additional cost reasoning and co-financing. Further, the cash grant co-financing as described above are considered investment mobilized because they are new investments with a specific scope of work and are time bound. CI, therefore, considers them not recurrent rather an investment mobilized to the project. Thus, those cash grants are being invested to contribute directly to the goals of the projects as a team effort from multiple organizations, but not through the Executing Agency.

Finally, co-financing at country-level will be identified and materialized during the implementation phase. More precisely, the project team will collaborate with national partners, leveraging activities, expertise and experience already in place, which will in practice represent in-kind co-financing and contribute to greater impact than if activities were standalone.

TRUST FUND RESOURCES REQUESTED BY AGENCY(IES), COUNTRY(IES), FOCAL AREA AND THE PROGRAMMING OF FUNDS

GEF Agency	Trust Fund	Country Name/Global	Focal Area	Programming of Funds	(in \$)		
					GEF Project Financing (a)	Agency Fee (b)	Total I=a+b
CI	GEF TF	Global	Multifocal Area	N/A	2,000,000	180,000	2,180,000
Total GEF Resources					2,000,000	180,000	2,180,000

E.1. PROJECT PREPARATION GRANT (PPG) *[Skip this section if PPG has previously been requested (as child project)]*

Is Project Preparation Grant requested? Yes ☒ No ☐ If no, skip item E.1.

PPG AMOUNT REQUESTED BY AGENCY(IES), TRUST FUND, COUNTRY(IES) AND THE PROGRAMMING OF FUNDS

GEF AGENCY	TRUST FUND	COUNTRY/ REGIONAL/GLOBAL	FOCAL AREA	PROGRAMMING OF FUNDS	(IN \$)		
					PPG (A)	AGENCY FEE (B)	TOTAL = A + B
CI	GEF TF	GLOBAL	Multifocal Area	N/A	29,900	2,691	32,591
TOTAL PPG AMOUNT					29,900	2,691	32,591

E.2. DOES THE PROJECT INCLUDE A “NON-GRANT” INSTRUMENT? No

(If non-grant instruments are used, provide in Annex D an indicative calendar of expected reflows to your Agency and to the GEF/LDCF/SCCF Trust Fund).

F. PROJECT’S TARGET CONTRIBUTIONS TO GEF 7 CORE INDICATORS

Project Core Indicators		Expected at CEO Endorsement
1	Terrestrial protected areas created or under improved management for conservation and sustainable use (Hectares)	
2	Marine protected areas created or under improved management for conservation and sustainable use (Hectares)	
3	Area of land restored (Hectares)	
4	Area of landscapes under improved practices (excluding protected areas)(Hectares)	
5	Area of marine habitat under improved practices (excluding protected areas) (Hectares)	
	Total area under improved management (Hectares)	
6	Greenhouse Gas Emissions Mitigated (metric tons of CO ₂ e)	
7	Number of shared water ecosystems (fresh or marine) under new or improved cooperative management	
8	Globally over-exploited marine fisheries moved to more sustainable levels (metric tons)	
9	Reduction , disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products (metric tons of toxic chemicals reduced)	

10	Reduction, avoidance of emissions of POPs to air from point and non-point sources (grams of toxic equivalent gTEQ)	
11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	7,306 (at least 50% women)

Provide additional explanation on targets, other methodologies used, and other focal area specifics (i.e., Aichi targets in BD) including justification where core indicator targets are not provided.

Over the full project lifetime (i.e., two years) 7,306 people are expected to directly benefit from the GEF investment through capacity-building and knowledge sharing activities. In year one, the target for the total of direct beneficiaries is 3,653 persons per year. Each project workshop and activity will aim for gender parity (50% of direct beneficiaries are women). For a detailed overview of the assumptions underlying this target, please refer to Annex O.

PROJECT TAXONOMY

Level 1	Level 2	Level 3	Level 4
Influencing Models	Transform policy and regulatory environments		
	Strengthen institutional capacity/decision-making		
	Convene multi-stakeholder alliances		
Stakeholders	Private sector	Large corporations	
		SMEs	
	Type of engagement	Information Dissemination	
		Participation	
	Communications	Awareness Raising	
		Education	
		Public Campaigns	
Capacity, Knowledge and Research	Knowledge Generation and Exchange	(multiple selection)	(multiple selection)
	Innovation		
	Knowledge and Learning	Knowledge Management	
		Innovation	
		Capacity Development	
		Learning	
Gender Equality	Gender mainstreaming	Sex-disaggregated indicators	
	Gender results areas	Participation and Leadership	
Focal Area/Theme	Land degradation	(multiple selection)	(multiple selection)
	Biodiversity	(multiple selection)	(multiple selection)
	Climate change	(multiple selection)	(multiple selection)
Rio Markers	Climate Change Mitigation 1		

PART II: PROJECT JUSTIFICATION

1a. Project Description

1) the global environmental and/or adaptation problems, root causes and barriers that need to be addressed (systems description)

1. The world faces interconnected crises of biodiversity loss, climate change, and land degradation. For all these three environmental problems, natural tipping points have been transgressed as explained below. Destructive business practices are part of the reason these tipping points have been reached. Together, the environmental problems cause a systemic risk to businesses and societies who highly depend on goods and services provided by healthy ecosystems. As aptly explained by Rockström et al.¹, our **natural systems are approaching nine**

¹ Rockström, J., W. Steffen, K. Noone, Å. Persson, F.S. Chapin, III, E. Lambin, T.M. Lenton, M. Scheffer, C. Folke, H. Schellnhuber, B. Nykvist, C.A. De Wit, T. Hughes, S. van der Leeuw, H. Rodhe, S. Sörlin, P.K. Snyder, R.

tipping points, also called planetary boundaries (PB)², related to human-induced changes to the environment. As these nine processes and systems regulate the stability and resilience of the earth system (the interactions of land, ocean, and atmosphere, that provide the conditions necessary for human life) immediate action across all parts of society is imperative to stay within these PBs and ensure humanity can live in a safe operating space. Already in 2009, Rockström et al. estimated that we had transgressed the PBs for climate change and **biodiversity loss**³. Today, more than 1 million species are threatened by extinction, 75% of the world's land and 66% of the marine environment are significantly altered by humans.⁴ These numbers testify of the urgent need to address biodiversity as a systemic issue that needs to be mainstreamed across sectors, as well as address insufficient biodiversity policy.

2. Regarding **climate change**, atmospheric concentrations of carbon dioxide are currently about 417 ppm⁵ and growing at about 3 ppm per year. Consequently, global temperatures are expected to rise between 2.6°C and 3.9°C⁶, further exacerbating pressures on nature. In a two-way relationship, climate change and biodiversity loss are interdependent and mutually reinforce each other. Destruction of ecosystems undermines nature's ability to regulate greenhouse gas (GHG) emissions and protect the world from extreme weather, thereby accelerating climate change and increasing vulnerability to it. On the other hand, climate change is one of the main drivers of biodiversity loss. The changing climate parameters that are disturbing natural habitats and species include rising temperatures, changing rainfall patterns, extreme weather events, and ocean acidification. A major impact of climate change on biodiversity is the increase in the intensity and frequency of extreme events such as fires. For instance, in Australia at the end of 2019 and start of 2020, 97,000 km² of forest and surrounding habitats were destroyed by intense fires that are now known to have been made worse by climate change. As a result, the number of threatened species in the area may have increased by 14 per cent⁷. For marine ecosystems, rising sea temperatures and ocean acidification have destructive effects on coral reefs that are highly sensitive to such changes. Marine algae blooms have also been observed as a result of climate change impacts on oceans⁸ which in turn negatively affect water quality, marine biodiversity, and ecosystem functioning⁹.
3. In 2015, Steffen et al.¹⁰, updated and extended the analysis of the PB framework and found that we have also transgressed the PB for **land system change**. They updated the control variable from the amount of cropland to the amount of forest cover remaining. The biome-level boundary set for boreal and tropical forests (85% forested land of potential forest) has been transgressed at an estimate of 62% of forests of the total potential forests¹¹. Human production and consumption habits are important drivers of land use change that leads to this forest loss and degradation. In other words, our demand on the planet outweighs the supply (as most recently

Costanza, U. Svedin, M. Falkenmark, L. Karlberg, R.W. Corell, V.J. Fabry, J. Hansen, B. Walker, D. Liverman, K. Richardson, P. Crutzen, and J. Foley, 2009: Planetary boundaries: Exploring the safe operating space for humanity. *Ecol. Soc.*, 14, no. 2, 32.

² The nine planetary boundaries identified cover the global biogeochemical cycles of nitrogen, phosphorus, carbon, and water; the major physical circulation systems of the planet (the climate, stratosphere, ocean systems); biophysical features of Earth that contribute to the underlying resilience of its self-regulatory capacity (marine and terrestrial biodiversity, land systems); and two critical features associated with anthropogenic global change (aerosol loading and chemical pollution).

³ *Ibid.*

⁴ IPBES. 2019. Media Release: Nature's Dangerous Decline 'Unprecedented'; Species Extinction Rates 'Accelerating'. [Accessed](#) in November 2021.

⁵ [The Keeling Curve \(ucsd.edu\)](#)

⁶ Voosen, P. 2020. After 40 years, researchers finally see Earth's climate destiny more clearly. *Science*. [Accessed](#) in November 2021.

⁷ How does climate change affect biodiversity? The Royal Society. [Accessed](#) in November 2021.

⁸ *Ibid.*

⁹ Amorim C, Do Nascimento Moura A. 2021. Ecological impacts of freshwater algal blooms on water quality, plankton biodiversity, structure, and ecosystem functioning. *Science of The Total Environment*, Volume 758, 2021, 143605, ISSN 0048-9697, <https://doi.org/10.1016/j.scitotenv.2020.143605>. [Accessed](#) in November 2021.

¹⁰ Steffen, W.; Richardson, K.; Rockström, J.; Cornell, S. E.; et al. (2015). "Planetary boundaries: Guiding human development on a changing planet". *Science*. 347 (6223): 1259855. doi:10.1126/science.1259855. PMID 25592418.

¹¹ *Ibid.*

articulated in the Dasgupta Review on the Economics of Biodiversity¹²), and consideration of biodiversity and nature conservation are not yet at the heart of our economic, political, social, and financial systems. System transformation is needed to address the interconnected challenges including biodiversity loss, climate change, land degradation, and inequality issues as well as a re-wiring of the economic system to recognize and reward long-term performance on people and planet, alongside financial returns. Against this backdrop, Locke et al.¹³ argue for the adoption of a succinct Nature-Positive Global Goal for Nature. The goal would have three measurable temporal objectives: Zero Net Loss of Nature from 2020, Net Positive by 2030, and Full Recovery by 2050, and is proposed to be combined with development and climate goals to create an integrated overarching direction for global agreements. Thereby, the interconnectedness of addressing a variety of global environmental problems, including climate change, biodiversity loss, and land-system change, would be recognized and the identification of synergies encouraged.

4. **Destructive business practices** and an economic and financial system that prioritize efficiency over sustainability and resilience **have, in part, been responsible for climate change, intense degradation of nature, and the extinction of many species**. For example, a 2016 study¹⁴ showed that agricultural practices threaten 5,407 species, and unsustainable logging harms more than 4,000 forest-dwelling species. This will continue unless the business community plays its part to halt and reverse nature and biodiversity loss throughout this decade. Another high impact area for business concern is energy consumption and production activities. These contribute to two-thirds¹⁵ of global GHG emissions, making it crucial that companies accelerate innovation and technology transfer for sustainable energy breakthroughs to become more energy efficient. Moreover, our economy is built on a linear model of resource use (rather than the more sustainable circular model) in which materials travel through a “cradle-to-grave” chain of extraction, manufacture, consumption, and collection. In 2020 and 2021, COVID-19 has also given us a stark warning of the risks, vulnerabilities, and inequalities of our interconnected systems, and reminded the world of the urgency to mobilize ambitious action to build back better for an equitable and net-zero future in which we live in harmony with nature.
5. While business is part of the problem, it must also be part of the solution. Businesses have a critical role to play in reversing nature loss, protecting biodiversity and preserving species and ecosystem services. Locke et al.¹⁶ also recognize this, stressing the importance of the private sector to act for nature-positivity. Businesses contribute to global environmental problems through their supply chains and business practices which partly cause decline of nature and emission of GHGs. While some leading businesses are trying to become “nature-positive”, it also requires long-term political certainty and an enabling environment in which for instance subsidies are directed away from destructive activities that undermine nature and climate goals, and towards nature and climate positive activities¹⁷. The project will engage a diverse set of companies from all sectors, geographies and sizes including MSMEs that significantly contribute to environmental degradation. Advocacy from such a broad coalition of diverse business voices will give policy makers confidence about the moment to act on nature. Larger companies are particularly influential due to their broad values chains, resources and media outreach. However, all kinds of business, including MSMEs need to be considered to achieve a nature-positive economy. Engagement with the MSMEs will be facilitated by the many partners in BfN’s coalition that directly engage with them, as well as by the International Chamber of Commerce that includes 45 million companies in over 100 countries.
6. There are real and financially material risks for business and society associated with nature’s decline. In fact, **more than half of the world’s gross domestic product (GDP), an estimated US\$44 trillion of economic**

¹² HM Treasury. 2021. Final Report - The Economics of Biodiversity: The Dasgupta Review. Government of the United Kingdom. [Accessed](#) in November 2021.

¹³ Locke, H., Rockström, J., Bakker, P., Bapna, M., Gough, M., Hilty, J., Lambertini, M., Morris, J., Polman, P., Rodriguez, C.M. and Samper, C., 2021. A nature-positive world: the global goal for nature.

¹⁴ Maxwell, S., Fuller, R., Brooks, T. et al. 2016. Biodiversity: The ravages of guns, nets and bulldozers. Nature 536. [Accessed](#) in November 2021.

¹⁵ [Accelerating sustainable energy innovation 2018.pdf \(weforum.org\)](#)

¹⁶ Locke, H., Rockström, J., Bakker, P., Bapna, M., Gough, M., Hilty, J., Lambertini, M., Morris, J., Polman, P., Rodriguez, C.M. and Samper, C., 2021. A nature-positive world: the global goal for nature.

¹⁷ Business for Nature. High Level Policy Recommendations. Business for Nature; 2020.

value generation¹⁸, is moderately or highly dependent on nature and its services. Between 1997 and 2011, land use change alone generated an economic loss of between US\$4.3 and 20.2 trillion/year¹⁹. WWF estimates that the unprecedented loss of ecosystem services could cost our global economy as much as US\$10 trillion by 2050²⁰. Businesses depend on a healthy planet to provide a stable operating environment, customers, and workforces, and the natural resources necessary for production such as food, fiber, water, minerals, and building materials. The ecosystem services nature provides are worth at least US\$125 trillion/year globally²¹ which businesses benefit from at limited cost, for example through waste decomposition, flood control, pollination of crops, water purification, carbon sequestration, and climate regulation. These services yield significant value: it is estimated that between US\$235 billion – US\$577 billion (5 to 8%)²² of current global crop production is directly attributable to animal pollination, and that the supply of free water reached €16 billion a year²³ at European level for the consumption of economic sectors and households. Losing nature means losing these services, creating extra costs, and vulnerability for businesses. Moreover, the degradation and loss of such ecosystem services often affect poor and vulnerable populations disproportionately.

7. The following paragraphs serve to contextualize the global environmental problems in the four selected project countries: India, South Africa, Malaysia, and Colombia.
8. **India's** GDP in 2020 amounted to USD 2,660 billion, making the country the world's fifth-largest economy²⁴. In the Indian economy, the primary sector accounted for 18.32% of the GDP in 2020²⁵. Within this, agriculture, fisheries, and forestry are key industries. The secondary sector amounted to 23.2% of the GDP in 2020²⁶ and is the backbone of the Indian economy. Mining and quarrying registered and unregistered manufacturing, gas, power, building, and water supply are all part of this business.²⁷ Almost half of India's GDP in 2020 was generated by the services sector which made up 49.27% of the GDP. Among the leading services industries in the country are telecommunications, IT, and software²⁸.
9. A megadiverse country situated at the tri junction of Afro-tropical, Indo-Malayan, and Paleo-Arctic realm, India has a wide array of ecosystems and habitats. India has only 2.4 % of the geographical area of the world, but harbours nearly 8 % of the globally known floral and faunal species. It is an acknowledged centre of crop diversity and crop wild relatives. The percentage of threatened species against evaluated species has come down from 13.8% in 2014 to 12.25% in 2018, as various conservation initiatives have shown a positive impact. Historically, fragmentation and change in habitat use, over exploitation and technological change to meet the development needs have been the major drivers of change in biodiversity status²⁹.
10. Climate change, invasive alien species and pollution have also emerged as major threats. **Climate change** is a major challenge for developing countries like India that face large scale climate variability and are exposed to enhanced risks from climate change. Few countries in the world are as vulnerable to the effects of climate

¹⁸ World Economic Forum (WEF). 2020. Nature Risk Rising: Why the Crisis Engulfing Nature Matters for Business and the Economy. [Accessed](#) in November 2021.

¹⁹ Costanza R, de Groot R, Sutton P. et al. 2013. Changes in the global value of ecosystem services. [Accessed](#) in November 2021.

²⁰ World Wildlife Fund (WWF). 2020. Global Futures: Assessing the global economic impacts of environmental change to support policy-making. [Accessed](#) in November 2021.

²¹ Costanza R, de Groot R, Sutton P. et al. 2013. Changes in the global value of ecosystem services. [Accessed](#) in November 2021.

²² IPBES. 2016. Summary for Policymakers of the Assessment Report of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services on pollinators, pollination and food production.

S.G. Potts, V. L. Imperatriz-Fonseca, H. T. Ngo, J. C. Biesmeijer, T. D. Breeze, L. V. Dicks, L. A. Garibaldi, R. Hill, J. Settele, A. J. Vanbergen, M. A. Aizen, S. A. Cunningham, C. Eardley, B. M. Freitas, N. Gallai, P. G. Kevan, A. Kovács-Hostyánszki, P. K. Kwapong, J. Li, X. Li, D. J. Martins, G. Nates-Parra, J. S. Pettis, R. Rader, and B. F. Viana (eds.). Secretariat of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, Bonn, Germany. [Accessed](#) in November 2021.

²³ EU Science Hub. 2017. Water purification by Mother Nature and its benefits for society. European Commission. [Accessed](#) in November 2021.

²⁴ World Bank. 2021. GDP (current US\$). [Accessed](#) in January 2022.

²⁵ O'Neill, A. 2021. Gross domestic product (GDP) distribution across economic sectors India 2020. Statista. [Accessed](#) in January 2022.

²⁶ *Ibid.*

²⁷ Geeks for Geeks. 2021. Activities of 3 Main Sectors of Indian Economy. [Accessed](#) in January 2022.

²⁸ O'Neill, A. 2021. Gross domestic product (GDP) distribution across economic sectors India 2020. Statista. [Accessed](#) in January 2022.

²⁹ Ministry of Environment, Forest and Climate Change, Government of India. 2019. Implementation of India's National Biodiversity Action Plan. An Overview 2019. [Accessed](#) in December 2021.

change as India is, with its vast population that is dependent on the growth of its agrarian economy, its expansive coastal areas and the Himalayan region and islands. It also entails tradeoffs with economic growth and social development in the short run that needs to be factored in the policy matrix, where eradication of poverty is one of the foremost priorities³⁰.

11. **South Africa's** GDP in 2020 amounted to USD 335,4 billion³¹. In 2020, agriculture had contributed around 2.4% to the country's GDP, whereas industry and services had contributed 25.2 and 61.45% of the total value added, respectively³². Although the natural resource extraction industry remains one of the largest in the country with an annual contribution to the GDP of USD 13.5 billion³³, the economy of South Africa has diversified since the end of apartheid, particularly towards services. In 2019, the financial industry contributed USD 41.4 billion to South Africa's GDP³⁴. Assessments of the status and trends of species and ecosystems highlight key pressures on **biodiversity** in the country. The primary threat to species is the high rate of loss and degradation of natural habitat, in terrestrial, freshwater and marine environments in some parts of the country (such as in Gauteng, Kwa-Zulu Natal and Northwest Province). The major drivers of loss and degradation of natural habitat at a national level include conversion to cultivation and over-grazing in terrestrial and wetland ecosystems, invasive alien species in terrestrial and freshwater ecosystems, coastal development in coastal ecosystems, certain fishing activities, such as trawling, in marine ecosystems, and mining in all ecosystems. For instance, it is estimated that invasive alien plant species cause the loss of more than USD 417 million³⁵ worth of ecosystem services annually. These ecosystem services relate to the provision of materials for supporting built infrastructure, water regulation and food, and to reducing the risk of disasters such as floods and droughts, particularly affecting the most vulnerable communities³⁶. Moreover, alterations to the timing and quantity of river flows, for example as a result of dams, transfer schemes between catchments, or poor catchment management, are major pressures faced by rivers and wetland ecosystems. The underlying drivers of these pressures are related chiefly to patterns of consumption and production, often for the benefit of the relatively wealthy³⁷.
12. Regarding **climate change**, South Africa is already experiencing significant impacts, particularly because of increased temperatures and rainfall variability and is warming at more than twice the global rate of temperature increase, this being more pronounced for the western parts and the northeast of the country. There is evidence that extreme weather events in South Africa are increasing, with heatwave conditions found to be more frequent, dry spell durations lengthening slightly, and rainfall intensity increasing. These changes in climate variables particularly affect human settlements and agriculture, forestry, and fisheries sectors which are critical in attracting foreign exchange, job creation and production of raw material for the economy. Across South Africa, the increase in temperatures and changing rainfall patterns will bring about distinct risks for different crops and commodities in different growing areas. The most important impacts in the near future will be on crops, tree species and livestock produced in marginal growing areas where growing conditions are already close to temperature and water availability thresholds. South African settlements are susceptible to the effects of climate variability, and since 1980 have recorded 86 noticeable weather-related disasters that have affected more than 22 million South Africans and have cost the economy in excess of R113 billion (US\$6.81 billion) in economic losses³⁸.
13. **Malaysia's** GDP in 2020 amounted to USD 337billion³⁹ (Malaysian ringgit (RM) 344.2 billion). In the same year, the share of agriculture in the country's GDP was around 8.21%, industry contributed approximately

³⁰ INDIA'S INTENDED NATIONALLY DETERMINED CONTRIBUTION: WORKING TOWARDS CLIMATE JUSTICE. [Accessed](#) in December 2021.

³¹ Worldbank. 2021. *GDP (current US\$)*. [Accessed](#) in January 2022.

³² O'Neill, A. 2021. *Gross domestic product (GDP) distribution across economic sectors South Africa 2020*. Statista. [Accessed](#) in January 2022.

³³ Garside, M. 2021. *Mining industry in South Africa – statistics & facts*. Statista. [Accessed](#) in January 2022.

³⁴ Galal, S. 2021. *Finance sector's value added to GDP in South Africa 2014-2020*. Statista. [Accessed](#) in January 2022.

³⁵ USD 417,236,171.68 or R6.5 billion as per the source, converted to USD on 01/07/2022 using [XE](#).

³⁶ Government of South Africa, 2015. *National Biodiversity Strategy and Action Plan*, Department of Environmental Affairs, Pretoria. [Accessed](#) in December 2021.

³⁷ Government of South Africa, 2015. *National Biodiversity Strategy and Action Plan*, Department of Environmental Affairs, Pretoria. [Accessed](#) in December 2021.

³⁸ SOUTH AFRICA FIRST NATIONALLY DETERMINED CONTRIBUTION UNDER THE PARIS AGREEMENT Updated September 2021. [Accessed](#) in December 2021.

³⁹ Worldbank. 2021. *GDP (current US\$)*. [Accessed](#) in January 2022.

35.91% and the services sector contributed about 54.78%⁴⁰. The latter contributed about USD 47.8 billion⁴¹ to the GDP, followed by manufacturing with approximately USD16.1 billion⁴². Malaysia is another **megadiverse** country. On land, its natural ecosystems consist of an immense variety of wild plants and animals including dipterocarp forests and montane forests, while its coastal and marine areas house important ecosystems such as mangrove forests and coral reefs. These natural ecosystems contain a diverse array of floral and faunal communities, which offer indispensable ecosystem services to the human population. This biodiversity is threatened by habitat fragmentation, invasive alien species, pollution, poaching, increasing competition for land as well as climate change. Many of these pressures are related to underlying drivers such as economic development, mirrored in the tripling of the GDP per capita and the country's exports increasing seven folds, as well as increasing urban and industrial area development⁴³. In Malaysia, the threats of **climate change** manifest themselves particularly via sea level rise putting the country's coastal resources at risk, through increasing temperatures impacts on agricultural systems and food security, as well as via flooding affecting vulnerable urban areas, their population and infrastructure⁴⁴.

14. **Colombia's** GDP in 2020 amounted to USD 271,4 billion⁴⁵, and the services sector contributed about 59.68%. The share of agriculture in GDP has been falling consistently for over 50 years, as both industry and services have expanded, representing 7.68% of the GDP in 2020. Colombia is the most industrially diverse country of the Andean Community, with the sector representing 23.78% of the GDP in 2020⁴⁶. Most industries in the country are driven by agriculture and commodities, with the main industries being textile, chemical products, metallurgy, cement, cardboard containers, plastic resins and beverages⁴⁷. The services sector is the backbone of the Colombian economy amounting to 59.68% of the GDP⁴⁸, with tourism being one of the most important components. The Colombian territory is characterized by a great diversity of ecosystems, determined by its geographical location and the physical and climatic characteristics of a country that has three mountain ranges, six natural regions and a large cultural diversity shaping the dynamics of numerous local communities⁴⁹. Colombia's rich **biodiversity** faces multiple threats such as (i) illegal mining in the Colombian Pacific region and in northeastern Antioquia department, (ii) the conversion to agricultural areas, mainly to new grazing areas in Putumayo, Caqueta, Guaviare and Norte de Santander, (iii) Illegal logging in the departments of Nariño, Caqueta, Guaviare, Norte de Santander, Antioquia and Cauca, (iv) Forest fires in the departments of the region of the Orinoco (Vichada, Casanare) of the Andes (Cauca, Valle del Cauca, Antioquia, Nariño, Tolima, Cundinamarca and Norte de Santander), and the Pacific (Chocó). The move from urbanization to "metropolization", the expansion of illicit crops and invasive species also need to be considered. Finally, biofuel production and logging are causing the loss of vegetation cover in forest areas, wetlands, natural grasslands, and other ecosystems. The industrial biofuel crops cover about one million hectares across the country (429,000 ha of palm and 478,000 ha sugar - cane) and have generated direct effects, for example, in the savannah and gallery forest ecosystems in the Orinoco region⁵⁰. The country's biodiversity and climate-dependent economy are highly vulnerable to impacts of **climate change**. For instance, the "La Niña" phenomenon, which took place in 2010-2011, caused damages and losses estimated at USD\$ 6 billion and affected over 3.2 million people, flooding 3.5 million hectares of land and causing the closure of 845 primary and secondary roads, affecting the social and economic life of the country heavily⁵¹.

⁴⁰ O'Neill, A. 2021. *Share of economic sectors in the GDP in Malaysia 2020*. Statista. [Accessed](#) in January 2022.

⁴¹ USD 47,779,604,014.08 or RM 201.1 billion as per the source, converted to USD on 01/07/2022 using [XE](#).

⁴² Economic Planning Unit, Prime Minister's Department. 2020. *The Malaysian Economy in Figures*. [Accessed](#) in January 2022; USD 16,084,380,838.90 or RM 67.7 billion as per the source, converted to USD on 01/07/2022 using [XE](#).

⁴³ Ministry of Natural Resources and Environment. 2016. *National Policy on Biological Diversity 2016-2025*. [Accessed](#) in December 2021.

⁴⁴ MALAYSIA'S UPDATE OF ITS FIRST NATIONALLY DETERMINED CONTRIBUTION. [Accessed](#) in December 2021.

⁴⁵ Worldbank. 2021. *GDP (current US\$)*. [Accessed](#) in January 2022.

⁴⁶ O'Neill, A. 2021. *Share of economic sectors in the GDP in Colombia 2020*. Statista. [Accessed](#) in January 2022.

⁴⁷ Crédit Agricole Group. 2022. *Colombia, Economic and Political Overview*. [Accessed](#) in January 2022.

⁴⁸ Worldbank. 2021. *GDP (current US\$)*. [Accessed](#) in January 2022.

⁴⁹ Republic of Colombia. Intended Nationally Determined Contribution. [Accessed](#) in December 2021.

⁵⁰ Ministry of Environment and Sustainable Development. 2017. *Biodiversity action plan for the implementation of the National Policy for the Integral Management of Biodiversity and its Ecosystem Services 2016-2030* / Comps. Director of Forests, Biodiversity and Ecosystem Services. Rojas, G. Paula; Mora, J. Emilce -- Bogotá, D.C.(Colombia). [Accessed](#) in December 2021.

⁵¹ Republic of Colombia. Intended Nationally Determined Contribution. [Accessed](#) in December 2021.

ROOT CAUSES OF DEGRADATION OF NATURE AND BIODIVERSITY LOSS

15. The nature of our economic system, our consumption patterns, rapidly evolving technologies, and supply chain issues are at the origin of global environmental problems and business contributions to them. These root causes of environmental degradation are described below:
16. **Root Cause 1 - An economic system valuing short term profits:** A key factor for continuous degradation of nature, reflecting in the transgression of planetary boundaries for biodiversity loss, climate change, and land-system change, is the persistent tension between interests of capital markets to allocate capital to short-term unsustainable uses of nature, and the interest of society in ensuring long-term sustainable use of nature. This market failure regarding sustainable environmental and social development is a problem of misallocation of capital arising from the lack of valuation and consideration of nature and ecosystem services, in monetary or non-monetary ways. As ecosystem services are considered free of charge and therefore not integrated or undervalued in decision making, policies, and resource management decisions, they are often exploited beyond sustainable levels, causing irreversible degradation. Today, environmental costs are not internalized in companies' profit and loss statements. This means that environmental risks remain hidden in financial reports. If the true value of environmental impacts was reflected in mainstream business and financial decision-making and disclosure, the most sustainable companies would have a lower cost of capital. Furthermore, established economic development indicators such as GDP do not fully account for countries' developments including their use of natural capital. Gross output does not give indications as to whether income and growth are sustainable, as ecosystem contributions and the value of nature are not captured by GDP indicators, given that they are public goods without markets and prices. Therefore, continued unsustainable use of nature can give the impression that a country's GDP is increasing while the economy is in reality degrading its very foundation and becoming poorer in the long-term⁵².
17. Furthermore, growing global trade and production needs, to meet consumer demand, negatively impacts biodiversity, ecosystems and lands, especially in the countries producing the commodities, which is particularly problematic in developing tropical countries with rich biodiversity. For instance, a study linking consumers and hotspots of threatened species found that the United States and the European Union exert threats (mainly through fishing, pollution, and aquaculture) to the global hotspot area of marine species in southeast Asia⁵³. The reliance on trade has greatly increased pressures to build national economies according to comparative advantage and specialization. This trend pushed farmers in developing countries, which rely heavily on agricultural commodities for export earnings, toward large-scale plantations growing a narrow range of crops that are demanded on world markets such as coffee, cocoa, and bananas. With a declining number of crop species, the complexity of supporting species such as pollinators that evolved with traditional agricultural systems decreases, reducing resilience towards climate stress and other pressures. Furthermore, these large-scale and low diversity systems are often developed at the expense of species-rich forests, wetlands, and diverse small-scale agricultural lands. Thus, the benefits of better-adapted local varieties for more predictable local markets and much local knowledge have been lost. Finally, intellectual property rights have been assigned in conjunction with trade agreements increasing the commercial value of genetic resources within organisms, potentially creating incentives that harm biodiversity, such as pressuring countries to change their intellectual property rights (IPR) laws to conform to the Trade Related Aspects of Intellectual Property Rights (TRIPS), agreement of the General Agreement on Tariffs and Trade (GATT). These rules facilitate privatization of biological knowledge and resources and thereby allow companies to gain monopolies over formerly freely available resources such as seeds and plants⁵⁴.
18. **Root Cause 2 - Unsustainable production and consumption patterns:** Closely linked to the economic system, our patterns of over-consumption constitute a major cause for both, (i) increasing destructive business practices connected to land-use change, GHG emission and biodiversity loss, as businesses seek to capitalize on growing demand, and in general, (ii) transgression of planetary boundaries due to unsustainable

⁵² Aviva. A Roadmap for Sustainable Capital Markets: How can the UN Sustainable Development Goals harness the global capital markets? An Aviva White Paper. [Accessed](#) in November 2021.

⁵³ Ibid.

⁵⁴ Slingenbergh A, Braat L, Van der Windt H. 2009. Study on understanding the causes of biodiversity loss and the policy assessment framework. European Commission Directorate-General for Environment. [Accessed](#) in November 2021.

exploitation of nature. Consumption increases with human population growth, but also with their spending capacity. In addition, patterns of consumption change and the average distance between the place of production and consumption increases. While products for consumption have been imported from distant places for a long time, this trend increased tremendously since 1970 and many needs that have historically been met locally are now met through global trade. In the food sector for example, the average amount of calories increased 31% from 2,196 to 2,884 kcal/capita/day from 1961-2013 with global meat consumption almost doubling from 23kg to 43 kg/capita/year during 1961-2013⁵⁵, while food exports across country borders increased 45-fold from 1961-2018 and only 11-28% of the global population can meet their demand for specific crops within a 100km radius⁵⁶. These trends exert pressure on nature and have implications for biodiversity such as in the case of a more meat-based diet increasing resource use (including land, water, and energy) than a plant-based diet. This affects more habitat and emits more CO₂ contributing to climate change.

19. Another problematic trend across multiple sectors is the shorter lives and faster replacement of consumer goods which require more resources to manufacture and generate more pollutants and waste. As laid out by Liu⁵⁷, the turnover in consumption of many products increased, including fashion and electronic devices, and the longevity of durable goods has decreased for many electronic appliances and automobiles. In the case of the fashion industry, adverse environmental impacts at all stages of the supply chain are increasingly recognized. The United Nations Alliance for Sustainable Fashion estimates that the industry accounts for 2% to 8% of the world's GHG emissions, with textiles accounting for 9% of annual microplastic losses to the oceans⁵⁸. According to the World Economic Forum, in 2014, on average, people bought 60% more garments than they did in 2000 and clothing production has roughly doubled since 2000. Moreover, in Europe, fashion companies went from an average offering of two collections per year in 2000 to five in 2011⁵⁹.
20. Another high impact sector when it comes to GHG emissions and environmental degradation is construction. All actors in the built environment will need to step up decarbonization actions by a factor of five for the sector to align with net-zero targets by 2050⁶⁰. Furthermore, due to its dependency on cement production, the production of polyvinyl chloride (PVC), and non-ferrous metals production, the sector is also a major contributor to mercury emissions⁶¹.
21. **Root Cause 3 - Rapid technological progress:** The third important cause at the origin of the global environmental problems described above is technological progress. Although technological advancements can help to address causes of biodiversity loss and environment degradation, they also negatively affect the environment by depleting natural resources, by emitting GHGs and dangerous pollutants, and by producing (e-)waste. Inanimate resources such as chemicals and minerals are depleted for instance to manufacture electronic devices and other consumer goods. These often have their largest impact at the beginning and end of their life. For instance, producing a computer requires the use of 240 kg of fuel, 22 kg of chemicals and 1500 liters of water⁶².
22. Data from the Green Alliance shows that 66 per cent of CO₂ emissions related to the life phase of a computer are released in the manufacturing process. It was calculated that devices such as computers, tablets and smartphones would need to be used between 33 and 89 years to offset its environmental impact⁶³. However, according to Statista, the rapid pace at which technology advances today, as well as growing consumer demand, means that many devices reach the end of their useful life after only a few years of use. As such, electronic waste is now the world's fastest-growing waste stream⁶⁴ and has reached a record high with 53.6

⁵⁵ Our World in Data. 2020. [Accessed](#) in November 2021.

⁵⁶ Liu J. 2020. Consumption patterns and biodiversity. The Royal Society. [Accessed](#) in November 2021.

⁵⁷ Liu J. 2020. Consumption patterns and biodiversity. The Royal Society. [Accessed](#) in November 2021.

⁵⁸ UN Alliance for Sustainable Fashion. 2021. *What is the UN Alliance for Sustainable Fashion?*. [Accessed](#) in December 2021.

⁵⁹ MC Fall-Johnson, M. 2020. *These facts show how unsustainable the fashion industry is*. World Economic Forum. [Accessed](#) in December 2021.

⁶⁰ United Nations Environment Programme. 2020. 2020 Global Status Report for Buildings and Construction:

Towards a Zero-emission, Efficient and Resilient Buildings and Construction Sector. Nairobi. [Accessed](#) in December 2021.

⁶¹ 6 UN Environment, 2019, Global Mercury Assessment 2018, UN Environment Programme, Chemicals and Health Branch Geneva, Switzerland.

⁶² Tecnología Libre de Conflicto. The Environment and Electronic Devices. [Accessed](#) in November 2021.

⁶³ Prakash S, Liu R, et al. 2014. Timely replacement of a notebook under consideration of environmental Aspects. Bundesamt für Mensch und Umwelt. [Accessed](#) in November 2021.

⁶⁴ Tiseo I. 2021. Global E-Waste - Statistics & Facts. Statista. [Accessed](#) in November 2021.

million metric tonnes (Mt) of electronic waste generated worldwide in 2019, a growth of 21 per cent in five years⁶⁵. As only 67 countries have legislation in place to deal with their own e-waste⁶⁶, the profound impact improperly disposed e-waste has on nature is evident (e.g., in landfills). Pollution of air, water and soil is the consequence with flora and fauna of affected areas risking habitat loss and degradation or in the worst case to extinction of species through exposure to dangerous by-products of technology⁶⁷. Toxic materials, including nickel, mercury, zinc, chromium, barium, and flame retardants, if disposed in landfills, can seep into the groundwater and harm animals on land and in the sea, including people. Such materials, which often cannot be organically broken down do thus pose long term threats to biodiversity⁶⁸.

23. **Root cause 4 - Unsustainable supply chains:** Lack of transparency in company supply chains are frequently related to an important part of the destructive impact businesses have on natural systems. While supply chains can have significant negative impacts on nature and the climate, they constitute one of the biggest challenges – and opportunities – to improving sustainability performance for companies, as demonstrated for instance by a ranking from UN Global Compact participants⁶⁹. This is because supply chains consist of continuously evolving markets and relationships which are complicated to trace for businesses. Corporate activities can have severe impacts upstream, related to suppliers, at operational level, or raw materials sourcing options, and downstream regarding distribution, consumer use and end of life issues. These impacts are often most significant where regulations are lax, price pressures are significant, and natural resources are perceived as abundant. Such impacts include toxic waste, loss of biodiversity, deforestation, water scarcity and pollution, hazardous air emissions, as well as high GHG emissions and energy use. For instance, in Colombia, illegal logging represents 42% of the production and is a major threat to biodiversity, contributing 480 km² of annual forest degradation and overexploitation of 21 tree species. Illegality in the forestry sector affects the entire supply chain and therefore requires joint efforts between the various links (buyers of raw materials, transporters and processors, end users) to ensure the sale and purchase of legal products⁷⁰. In general, some of the key supply chain traceability challenges relate to supply chain complexity, availability of certified traceable products, costs for supply chain actors and necessary technological developments.
24. Companies may produce across international borders of which some areas may be especially opaque, calling for strong collaboration of actors in the entire supply chain to understand a product's history. Additionally, the number of traceable products is limited, and fully traceable materials or components may not be available in many cases. This challenge is particularly acute for companies that manufacture complex products with multiples tiers of suppliers. Coordination between supply chain actors takes time and is costly, making it a concern for companies and pointing to the need for investments in technologies to track goods. Finally, where these technologies are used, access barriers and data system security can be obstacles towards mainstreaming them⁷¹.

BARRIERS

25. The root causes are deepening the environmental problems due to barriers that have not yet been solved within businesses. Below is a description of the barriers preventing businesses from advocating for more ambitious policies for biodiversity and impeding them from changing their own practices to become nature positive. For a visualization of how the barriers connect to the outcomes, please refer to the Theory of Change further below.
26. **Barrier 1: Limited business engagement in global public policy developments on nature conservation.** Given that impacts and dependencies on nature are a recent issue for most private sector actors, they tend to be less familiar with the related governance sphere, policies, key stakeholders, and conventions. While businesses and the finance sector have gained awareness on climate change, its impacts on business activities

⁶⁵ Forti V, Baldé C et al. 2020. The Global E-waste Monitor 2020. United Nations University. [Accessed](#) in November 2021.

⁶⁶ World Economic Forum (WEF). 2019. A New Circular Vision for Electronics, Time for a Global Reboot. [Accessed](#) in November 2021.

⁶⁷ Reference. 2020. How Does Technology Affect the Environment? [Accessed](#) in November 2021.

⁶⁸ Sonali R. 2020. The Profound Impacts of E-waste on Biodiversity. Roshan's Digital Adventures. [Accessed](#) in November 2021.

⁶⁹ United Nations Global Compact. 2021. *Supply Chain Sustainability*. [Accessed](#) in December 2021.

⁷⁰ Ministry of Environment and Sustainable Development. 2017. *Biodiversity action plan for the implementation of the National Policy for the Integral Management of Biodiversity and its Ecosystem Services 2016-2030* / Comps. Director of Forests, Biodiversity and Ecosystem Services. Rojas, G. Paula; Mora, J. Emilce -- Bogotá, D.C.(Colombia).

⁷¹ United Nations Global Compact. 2014. *A Guide to Traceability, A Practical Approach to Advance Sustainability in Global Supply Chains*. [Accessed](#) in December 2021.

and related risks and opportunities over the last decade, their corporate understanding and action on nature and biodiversity importance is lagging behind. This mirrors the private sector's experience in engaging and advocating in different policy arenas. While the UNFCCC, NDCs, and the scientific body IPCC (Intergovernmental Panel on Climate Change) have become familiar concepts for businesses, their biodiversity equivalents including the CBD, NBSAPs, and the scientific body Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) are much less familiar and represent a challenge for business advocacy. The same applies to the linkages between biodiversity loss and climate change which have long been ignored in the global policy sphere. For a long time, policymakers saw both environmental problems as two separate issues whereby biodiversity has been largely eclipsed by climate change on the international agenda⁷². Only recently, with growing comprehension of the interconnectedness of both crises and the apparent urgency of addressing degradation of nature and species loss, momentum started to build to enhance international cooperation, including business, on biodiversity. This barrier will be addressed by the project component 1. Specifically, Outcome 1.1, Business advocates for nature positive policy at global (e.g. CBD, UNGA, UNFCCC, Rio+30) and national level in coherence with integrated goals of Rio conventions and SDGs, and by Outcome 2.1, Strengthened coordination and engagement between companies and governments in four (4) key geographies to support the implementation of the CBD Post-2020 Global Biodiversity Framework.

27. **Barrier 2: Fragmented nature-related business initiatives, leading to confusing messaging and disconnected efforts.** While momentum is building and hundreds of companies globally start to call for more ambitious policies, they do not always do so in a unified manner, such as through BfN's "[Nature is everyone's business](#)" [Call to Action](#), supported by over 1000 companies. Moreover, as business interest rises, there are an increasing number of initiatives engaging with the issues, which do not always coordinate with each other, and can lead to confusing messaging and reduce overall potential impact. . Without a unified business voice engaging on the CBD Post-2020 Global Biodiversity Framework (GBF) and other relevant Multilateral environmental agreements (MEA) processes, policy suggestions will remain inconsistent and thereby lose leverage in negotiations. Consequently, the progressive business voice misses an opportunity to give negotiators the courage and comfort to adopt ambitious and actionable policies at international level. This barrier will be addressed by Outcome 1.1, Business advocates for nature positive policy at global (e.g. CBD, UNGA, UNFCCC, Rio+30) and national level in coherence with integrated goals of Rio conventions and SDGs, by Outcome 2.1, Strengthened coordination and engagement between companies and governments in four (4) key geographies to support the implementation of the CBD Post-2020 Global Biodiversity Framework, and through Output 3.1.2 which will scale up ambition through a global business "kick-starting action" campaign. These outcomes reflect the need to strengthen both business leadership and business momentum. It is important to clarify that the call to action is a high-level advocacy tool to provide evidence to governments that there is momentum with 1000 companies having signed and supported it. However, BfN proposes to continue this engagement and dedicate resources to work more closely with the 20 companies so they participate directly in advocacy activities, are briefing and prepped to convey the voice of many leading businesses where BfN has identified or created opportunities for them.
28. **Barrier 3: Limited understanding of how businesses impact and depend on nature and ecosystem services.** Businesses and biodiversity are intrinsically linked, but the relationship varies across businesses and sectors. Businesses impact biodiversity and ecosystems through activities along their value chain. While almost all businesses have some impacts on biodiversity, the scale of this impact may vary and the impacts may, in many cases, be mostly indirect, meaning they become apparent only further up the supply chain. Consequently, businesses are often impacting biodiversity in other countries, without realizing or accounting for this in their decisions⁷³, and there is a lack of a commonly used methodology to measure impacts that would allow standardized disclosure across a variety of companies and sectors. A failure to analyze links between degraded ecosystems and their capacity to provide ecosystem services (ES) exposes businesses, and the financial institutions that invest in or lend to them, to 'hidden' risks.⁷⁴ Next to the difficulty of identifying and measuring both dependencies and impacts and related risks, as well as to establish causal links between both, valuation of ES is another challenge businesses face, as existing methods are often inconsistent, open to

⁷² Kapoor K. 2021. Climate change and biodiversity loss must be tackled together – report. Reuters. [Accessed](#) in November 2021.

⁷³ European Commission. 2020. What is biodiversity and biodiversity loss? [Accessed](#) in November 2021.

⁷⁴ UNEP WCMW. 2020. ENCORE. [Accessed](#) in November 2021.

interpretation, limited to moral arguments or based on an incomplete understanding of organizational relationships to natural capital⁷⁵. Therefore, businesses and financial institutions respectively struggle to identify measurement approaches that are both practical and relevant, and to find ways to assess the biodiversity performance of their investment portfolio.

29. A recent survey (Q3 2020) conducted by the B@B Platform⁷⁶ once again revealed the perception that assessing business activities' impacts or dependencies raises many questions such as how to measure, where to start, when to combine measurement approaches, and how to aggregate results. Sector-specific guidance on metrics is another frequently raised need. The landscape of biodiversity measurement methodologies and data sources for business and finance is rapidly evolving with a growing number of approaches not only developed by NGOs and government funded research, but also by consultancies and companies such as Kering, Holcim, Repsol, DOW, Friesland Campina, and Nestlé. There are plenty of approaches under development and almost all are continuously being updated in the light of new scientific information. While alignment between measurement approaches is increasing thanks to publications⁷⁷ and initiatives, and a common understanding of key concepts such as business applications, measurement boundaries, necessary data inputs, and aggregation potential has been achieved, there are still many remaining issues to be tackled. These include amongst others achieving a common understanding of biodiversity targets such as 'nature positive', agreeing on minimum requirements in terms of biodiversity scope (e.g. only measuring habitats and species or also measuring ES), and agreeing on more standardized approaches for natural capital accounting. In this constantly evolving landscape, knowledge and understanding of biodiversity data sources and their applicability by businesses is becoming at least as important as that of measurement approaches themselves. Some of these data sources are also evolving into complementary tools as is the case for ENCORE⁷⁸ and IBAT⁷⁹.
30. In summary, businesses struggle to keep track of this quickly evolving landscape, to build common understanding of issues, and to quickly identify the right knowledge product to answer their question. This barrier will be addressed by Outcome 2.1, Strengthened coordination and engagement between companies and governments in four (4) key geographies to support the implementation of the CBD Post-2020 Global Biodiversity Framework, and Outcome 3.1, Strengthened business awareness and knowledge on why and how to act on nature & biodiversity.
31. **Barrier 4: Limited capacity to engage with the national public policy processes required for businesses to act on nature and biodiversity.** Similar to a lack of engagement and advocacy in international policy arenas on biodiversity (see Barrier 1), private sector actors also tend to be less familiar with the biodiversity governance sphere on national level. As the degradation of nature and biodiversity loss have only recently taken a prominent place on national environmental agendas, often focused on addressing climate change, the mechanisms required for businesses to be consulted and engaged within national biodiversity strategies and policy development is often yet to be developed or very rudimentary. Given this low level of past engagement, corporate expertise and capacity on coordinating and cooperating with national and local policymakers is limited. To ensure that businesses can share their policy suggestions – and influence future policy – for nature-positive transformation of corporations and the national economy, communication and feedback channels and platforms still need to be set up and/or solidified. This barrier will be addressed by Outcome 2.1, Strengthened coordination and engagement between companies and governments in four (4) key geographies to support the implementation of the CBD Post-2020 Global Biodiversity Framework.

⁷⁵ Capitals Coalition. Natural Capital Protocol. [Accessed](#) in November 2021.

⁷⁶ Lammerant J, et al. 2021. Assessment of Biodiversity Measurement Approaches for Business and Financial Institutions. Update Report 3. EU Business @ Biodiversity Platform. [Accessed](#) in November 2021.

⁷⁷ Berger J, Goedkoop M.J, Broer W, Nozeman R, Grosscurt C.D, Bertram M, Cachia F. 2018. Common ground in biodiversity footprint methodologies for the financial sector. Paris. [Accessed](#) in November 2021.

⁷⁸ [ENCORE \(naturalcapital.finance\)](#)

⁷⁹ [Integrated Biodiversity Assessment Tool \(IBAT\) \(ibat-alliance.org\)](#)

2) The baseline scenario and any associated baseline projects,

32. **Business for Nature (BfN)** is the leading business voice on nature dedicated to help drive the needed global systemic and transformative change for a net-zero, nature-positive, and equitable world. It is the only global, multistakeholder coalition that brings together business and conservation organizations, and forward-thinking companies to address business impacts on nature. Together, the coalition demonstrates and amplifies a credible business voice on nature calling for governments to adopt policies to reverse nature loss in this decade and encourages companies to commit and act in an integrated way on nature, climate, and inequality. BfN's partners include international actors such as the World Economic Forum, WBCSD⁸⁰, ICC⁸¹, WWF⁸², IUCN⁸³, SBTN⁸⁴, GEF⁸⁵, Capitals Coalition, and OP2B⁸⁶, as well as national, regional and sector organizations such as the Confederation of Indian Industry (CII), the Brazilian Business Council for Sustainable Development (CEBDS). BfN also works with a diverse group of businesses from all sectors, sizes and geographies, and a Strategic Advisory Group whose members act as ambassadors for the Coalition and ensure that BfN's work is grounded in real business.
33. Moving towards GEF-8, private sector engagement is key to achieve the global environmental benefits and the transformational change that the planet needs. The work BfN is doing with the corporate sector is a key building block towards this engagement and focuses on business action that will reduce negative impacts and reverse nature and biodiversity loss in this decade.
34. While momentum is building and hundreds of companies globally start to call for more ambitious policies (see e.g. BfN's "Nature is everyone's business" Call to Action, supported by over 1000 companies), they still represent the minority while the majority of businesses finds it challenging to understand the value of nature and to advocate for ambitious policies. In the same way as We Mean Business unified the leading business voice on climate policy (e.g. in UNFCCC negotiations, particularly for the 2015 Paris Agreement), BfN harnesses the equivalent leading business voice in support of nature-positive policies in the UN Convention on Biological Diversity (CBD)'s processes and beyond. Regardless of the outcome of CBD COP15, there will be a continued need for the leading business voices to advocate for ambitious nature policy, and for BfN to support companies to implement the CBD Post-2020 GBF. Without the project, the business voice for nature will remain fragmented and will impede harmonious messaging of key policy asks at international negotiations for biodiversity from leading companies. Indeed, business are not traditionally engaged in the CBD process. With the Global Partnership for Business and Biodiversity (GPBB), the CBD is trying to include this sector in the conversation. However, to engage more businesses in the CBD (scale and speed up action), there is a need to amplify policy suggestions and messaging through mass events and provide them with tools to participate in the process, which would not happen without this project.
35. As a result of lack of coordination and engagement between policymakers and businesses on biodiversity and the NBSAP process in particular, policymakers are uncertain about business will and capacity for transformational change and thus are not driven to make ambitious policy for nature. Without the project, the engagement and coordination capacity of governments and businesses related to business action for nature will remain low, and businesses will continue to struggle to engage with the processes required to act on nature and biodiversity. Moreover, if advisory groups between governments and businesses were not established and/or supported to guide governments in implementing business-related targets of the CBD Post-2020 GBF, governments would be lacking valuable guidance and as a result might not develop business chapters and/ business action plan as part of their NBSAPs.
36. The current business momentum and leadership on nature and biodiversity is an opportunity to be grasped. To rapidly build momentum for business action and advocacy for the planet, clear messages, guidance, and material are needed. Current information is often overwhelming and presented in ways that are not easily

⁸⁰ World Business Council for Sustainable Development (WBCSD)

⁸¹ International Chamber of Commerce (ICC)

⁸² World Wildlife Fund (WWF)

⁸³ International Union for Conservation of Nature (IUCN)

⁸⁴ Science Based Targets Network (SBTN)

⁸⁵ Global Environmental Facility (GEF)

⁸⁶ One Planet Business for Biodiversity (OP2B)

accessible with limited concrete opportunities for companies to take action. There is real and tangible value in ensuring that knowledge management and communication is sufficiently resourced to ensure that business partners are on-boarded, engaged, and consulted. BfN has established a reputation for its ability to simplify and amplify information for business about the material importance of nature and biodiversity loss. BfN therefore has an expanding role to play in making companies aware of how to tackle their nature (and related climate) impacts, for example by directing companies towards Science-Based Targets Network and the Taskforce on Nature-Related Financial Disclosures. The BfN platform encourages information to be shared across the network including from national partners. With many companies starting to consider nature and biodiversity loss in their decision-making and strategies, businesses must be supported and have easy access to the right material and capacity building to reverse nature loss by 2030. Without the project, businesses will continue to struggle to understand their dependencies on nature and ecosystem services, on the one hand, and their impacts on the ecosystems providing these services on the other hand. Thus, they will continue to lack comprehension of how these impacts and dependencies translate into material financial risks that concern business operations directly but also ultimately the global economy.

37. BfN recognizes that there are specific countries where a business voice could be particularly influential and could encourage progress at the international level. Hence, four key countries (India, South Africa, Malaysia, Colombia) were selected for this project, with selection criteria presented in Annex P, to maximize potential impact within the timeframe of the project, while leveraging BfN's networks.
38. In the baseline, a range of policy, legal and technical measures, and investments, are being undertaken to address the intense degradation of nature and alarming loss of biodiversity witnessed globally. Relevant information of the countries selected is presented below.
39. India and South Africa are part of the Global Partnership for Business and Biodiversity, which is a network linking the various initiatives so that they can share information and good practices, and cooperate on common projects with a view to mainstreaming biodiversity concerns into businesses. The objective of these efforts, taken in conjunction with those of partner organizations, is to increase the number of companies with a significantly reduced negative impact upon biodiversity (or even a net-positive impact) and to mobilize and enable them to act as positive influencers upon other entities throughout the economy⁸⁷.
40. South Africa and India are respectively members since 2013 and 2014 and have conducted multiple activities in the framework of the Partnership. In 2018, South Africa held capacity building events for businesses, launched the Biodiversity Disclosure Project (BDP) that was co-led by the Endangered Wildlife Trust, a BfN partner. The BDP also supported the IUCN on the implementation of their partnership with Black Mountain Mining (BMM). For the latter, the NBBN works with the IUCN and the Gamsberg Project team, providing specialist advice on matters relating to biodiversity mainstreaming with the aim of reducing the company's impact on biodiversity. Finally, the South African NBBN distributed a monthly newsletter to its database of more than 600 members⁸⁸. In the same year, the Indian NBBA saw the development of several tools for biodiversity mainstreaming including the Natural Capital Evaluation, the Ecosystem Service Matrix (ESM) and the Natural capital Indexing (NCI) for Industries. Moreover, the country held a Business, Biodiversity and Climate Change Conference and facilitated the disclosure of 22 businesses on biodiversity initiatives⁸⁹ which was led by the Confederation of Indian Industries (CII), a BfN partner.
41. The National Business Association of Colombia (ANDI) was founded in 1944 is a non-profit organization whose main purpose is to expand and promote economic, social and political principles within a free enterprise system, based upon beliefs that include human dignity, political democracy, social justice, private property and liberty. ANDI is, currently, the country's most important non-profit organization with more than 1,200 members that represent between 40 % and 55 % of the national GDP. The National Center for Water and Biodiversity - CNAB, is the ally of business of the ANDI for the corporate and territorial management of

⁸⁷ CBD. *THE GLOBAL PARTNERSHIP FOR BUSINESS AND BIODIVERSITY*. [Accessed](#) in December 2021.

⁸⁸ South African National Biodiversity and Business Network. *Activities of the South African National Biodiversity and Business Network in 2018 – 1 page summary*. [Accessed](#) in December 2021.

⁸⁹ Arora, S. Deshmukh, P. 2018. *Activity report for 2018 to Global Partnership for Business and Biodiversity*. India Business and Biodiversity Initiative (IBBI). [Accessed](#) in December 2021.

water and biodiversity, which acts as a platform to provide technical advice, training programs, project management and alliances to support addressing the challenges of sustainability in water and biodiversity.

42. The Malaysian Platform for Business and Biodiversity is expected to be established this year, after an interim working group was formed in February 2020 with the mandate to establish this platform. It is envisioned as a platform for the private sector to discuss, share and collaborate on issues related to biodiversity conservation and its mainstreaming, particularly to support the implementation of the National Policy on Biological Diversity.
43. In the tables below, the four national baselines for the countries the project will engage with, in relation to BfN work and business, is presented.

TABLE 1 COUNTRY BASELINE ENGAGEMENT WITH BUSINESS FOR NATURE AND OTHER INITIATIVES

Country	BfN past engagement with the Government	BfN engagement with Business organisations or business platforms	Other existing business organizations or initiatives	Business in current NBSAP
Colombia	<p>Engagement with Ministry of Foreign Affairs of Colombia, Directorate of Economic, Social and Environmental Affairs</p> <p>Invited by the President of Colombia to speak at the Pre-COP15 (August 2021).</p>	<p>CECODES (BfN partner)</p> <p>BCSD Colombia: Facilitate and guide the business sector in the implementation of sustainable practices</p>	<p>National Center on Water and Biodiversity (CNAB)</p> <p>Works as a platform to provide technical guidance, capacity building and relevant alliances for business.</p> <p>Acción Climática</p> <p>Acción Climática is a non-profit organization that promotes the integration of climate change solutions and related strategies in businesses, communities, and governments. It exists as a green network space that allows participatory organizations to learn from and collaborate with each other in a sustainable capacity</p>	<p>Yes, National policy involves business sector</p>
India	<p>1 bilateral meeting with government MoE</p>	<p>CII (BfN partner) /IBBI</p> <p>India Business and Biodiversity initiative, part of CII. 27 signatories⁹⁰. Purpose is to</p>		<p>An overview of implementation of</p>

⁹⁰ including conglomerates such as TATA, ITC, Mahindra, and Wipro that represents a total annual turnover of more than €360 billion

support Indian business to mainstream nature in operation and supply chain. CII is a founding partner of BfN, they are part of GBPP and regularly engage with government on GBF

the NBSAP was prepared in 2019⁹¹

CII/IBBI cited

Textile Exchange (BfN partner)

Textile Exchange is a global nonprofit that creates leaders in the preferred fiber and materials industry.

They have 625+ members from 45+ countries representing leading brands, retailers, and suppliers.

Indian SAG members

- Anirban Ghosh, Chief Sustainability Officer, Mahindra
- P.S. Narayan, Global Head, Sustainability, Wipro

⁹¹ <https://www.cbd.int/doc/world/in/in-nbsap-other-en.pdf>

27 April: "Biodiversity means Business: Industry" organized by the EU Delegation in India, Global Business Inroads (GBI), GIZ's EU G7 G20 Environmental Diplomacy Project and Confederation of Indian Industry (CII), which focused on ambitious landscape restoration and biodiversity actions taken up in India and the growing role that business, industry and investment can play. With Maelle Pelisson.

On 3 September, CII-ITC Centre of Excellence for Sustainable Development hosted the [16th Sustainability Summit](#) session, where Eva spoke on the pathways and approaches businesses are taking to drive transformation towards a resilient and nature positive future.

Malaysia 1 bilateral with Ministry of Energy and Natural Resources of Malaysia

[ASEAN CRS Network \(BfN partner\)](#)

ASEAN Centre for Biodiversity is a GPBB member. They have the

[WWF-Malaysia](#)

They have a corporate engagement to mobilize action and they provide guidance to companies to scale-up their

[National Policy on Biological Diversity](#) (NPBD) (2016-2025)

Business are only briefly mentioned

Ecotourism, Business and Biodiversity topic⁹²

commitments, especially in relation to their supply chains.⁹³

SSM

The main purpose of [Companies Commission of Malaysia](#) (SSM)⁹⁴ is to serve as an agency to incorporate companies and register businesses as well as to provide company and business information to the public.

Malaysian Platform for Business and Biodiversity

The Malaysia Platform for Business and Biodiversity is envisioned as a platform for the private sector to discuss, share and collaborate on issues related to biodiversity conservation and its mainstreaming, particularly to support the implementation of the National Policy on Biological Diversity.

⁹² The [Ecotourism, Business and Biodiversity topic](#) aims to engage the business sector through a number of different avenues and at a number of levels to help create the conditions for greater implementation of the CBD and the Aichi Biodiversity Targets.

⁹³ They have developed a [Sustainable Markets Programme \(SMP\)](#) to transform industries/businesses to avoid damaging nature.

⁹⁴ SSM (Suruhanjaya Syarikat Malaysia) is a statutory body that regulates corporate and business affairs in Malaysia. They developed [The Green Business Implementation Toolkit](#) in collaboration with WWF

			<p>Climate governance Malaysia</p> <p>Climate Governance Malaysia is the Malaysian chapter of the World Economic Forum's Climate Governance Initiative. We are a network of non-executive directors who aim to acquire the practical skills needed as long-term stewards of the business to help steer our companies through an effective climate transition strategy, taking into account the need for financial stability, increased resilience and sustainability.</p>	
South Africa	<p>1 bilateral at OEWG1 with the CBD delegation</p> <p>Check concept notes of CBD technical event as we had Kiruben speaking at at least on of our event</p>	<p>EWT (partner of BfN)</p> <p>Host the National Biodiversity and Business Network - GPBB member. The Network assists companies in understanding and mainstreaming the goals of the CBD, other key MEAs</p> <p>Together with EWT, WWF South Africa, Capitals Coalition, African Wildlife Foundation, and the Sustainable Landscape Finance Coalition. We co-hosted</p>	<p>NBI</p> <p>https://www.nbi.org.za/</p>	<p>South Africa's second NBSAP (2015-2025)</p> <p>Business are briefly mentioned</p>

a webinar titled “How can the Post-2020 Global Biodiversity Framework engage African business in support of a nature-positive economy?”. This webinar brought stakeholders together in a government-business dialogue to amplify the voice of business in shaping the African perspective in policy commitments.

African Wildlife Foundation (BfN partner) goal is that business partnerships innovate and scale ways of harnessing markets to sustain ecosystems and biodiversity, incentivise the protection and restoration of wildlife habitat, and reduce threats to biodiversity from human activities.

The [Sustainable Landscape Finance Coalition](#) (BfN partner) is a catalytic and innovative driving force for the creation of landscape finance solutions for effective and enduring conservation landscapes in South Africa and across Africa.

The Coalition addresses the urgent need for the development of additional finance for sustainable landscapes. It supports a growing regional network for collaborative stakeholder and partner engagement to foster a cohesive landscape finance sector.

SA SAG members

Madeleine Ronquest, Head of Environmental, Social & Climate Risk, FirstRand

In 2021, EWT launched a general social media campaign and published this article [“EWT and business for nature call on companies to help reduce nature loss in this decade.”](#)

Additionally, Eva Zabey spoke at [“We are Part of the Solution”](#) alongside ambassadors from the EU, Germany, France, and Flanders.

44. Global baseline projects and initiatives related to BfN work and which this project will build on are presented in Table 2, followed by Table 3 presenting past GEF projects and the lessons learnt which can be integrated in the design of the proposed project.

TABLE 2 BASELINE PROJECTS

Project name	Description	Timeframe/ Founding Date	Donor Partners	Complementarity
Baseline Projects without Co-financing				
<u>Nature Action Agenda / Champions for Nature</u>	The Nature Action Agenda (NAA) is a multi-sector movement catalyzing economic action to halt biodiversity loss by 2030 and enable humans to live in harmony with nature. Champions for Nature is a community of leaders disrupting business-as-usual to lead the way to a nature-positive global economy and halt nature loss by 2030.	2019	World Economic Forum	The Nature Action Agenda and Champions for Nature drive nature up the global agenda by convening leaders, releasing flagship reports and including nature in mainstream business and finance fora. This is a fantastic “setting the scene” for BfN to build its own business messages and positions on. There is also complementarity in China-related activities in particular around CBD COP15.
<u>Nature Action Project</u>	Together with its WBCSD members and key stakeholders, the project (1) creates opportunities for engagement and starts readying members to implement frameworks in development such as science-based targets for nature (SBTN) and Taskforce on Nature-Related disclosures (TNFD), (2) identifies sectoral narratives and roadmaps for action to nature positive, including nature-based solutions and (3) elevates members solutions and business leadership in key Nature and Climate events with consistent policy enablers.	2020	World Business Council for Sustainable Development (WBCSD)	WBCSD engages its member companies actively in the nature action project, of which key learnings help inform BfN work. WBCSD co-develops and supports BfN policy messaging and business guidance.
<u>Leaders Pledge for Nature</u>	Political leaders participating in the United Nations Summit on Biodiversity in September 2020, representing 93 countries from all regions, and the European Union, have	2020	Core group UK, Colombia, Costa Rica, EU, France	BfN is a supporter of the Leaders Pledge for Nature, which demonstrates the right level of policy ambition on nature. BfN invited to speak and provide video footage to share the leading business voice.

	committed to reversing biodiversity loss by 2030. By doing so, these leaders are sending a united signal to step up global ambition and encourage others to match their collective ambition for nature, climate and people with the scale of the crisis at hand.			
Nature-Positive Hub	CISL develops leadership capacity, both at individual and organizational level, to achieve a nature-positive future.	2021	Cambridge Institute for Sustainability Leadership (CISL)	The Nature-Positive Hub is conducting a variety of activities that are complementary to the proposed project. Their work with leaders to develop nature-positive strategies and plans is aligned to the proposed project's development of business biodiversity actions plans as part of NBSAPs (Output 2.1.2). CISL's efforts in accelerating enterprises and collaborative initiatives with potential to offer breakthrough solutions and in shaping the operating context for business in favor of organizations that deliver value to society and the environment, is further creating a conducive environment for Output 2.1.1 around supporting national-level business advisory groups in guiding governments in implementing business-related targets of the CBD Post-2020 GBF.
Get Nature Positive Campaign	Helps businesses prepare for and navigate the pioneering and global effort to change the curve of nature and biodiversity loss.	CSB established in 2018.	Council for Sustainable Business (CSB)	The proposed project will benefit from the Get Nature Positive Campaign, as the latter provides knowledge input feeding into Component 3, the Nature Handbook for Business. This is a toolkit to showcase how businesses are becoming nature positive for long-term financial sustainability. Their examples of business good practice will facilitate the proposed projects efforts to raise awareness and capacity of companies on why and how to act on nature. Businesses that join this campaign have access to information complementary to what will be offered by the proposed project's Component 3, including latest news, updates, partners, and exclusive events.

Global Goal for Nature	A small and informal network of organizations, including BfN, the Global Goal for Nature defines what is needed to halt and reverse today's catastrophic loss of nature.	September 2020	Coalition of more than 20 organisations working in and around nature-based solutions	The proposed project will also be able to exploit synergies with the Global Goal for Nature, as Eva Zabey (Executive Director of BfN) is active on the CEO group and co-authored a paper with Johan Rockstrom, Carlos M, Rodriguez, M. Sanjayan and many others refining what we mean by nature positive. These types of activities lay the groundwork for a common understanding of nature-positivity and necessary company action to be built via Component 3 of the proposed project.
Planetary Emergency Partners	The Planetary Emergency Partnership strives to raise awareness for an integrated, systemic approach that addresses the cross-cutting challenges of climate change, biodiversity loss and human health and well-being.	Launched at the UN Climate Action Summit in 2019.	Club of Rome and Potsdam Institute for Climate-Impact Research, with initial partners WWF and Nature4Climate.	The proposed project will complement the Planetary Emergency Partners particularly in terms of advocacy (Components 1 and 2) as they function as a broad information network and an active advocacy campaign. They can also amplify the proposed project's work on Component 3 as they are a good channel to share knowledge products.
Nature4Climate (N4C)	An initiative focused on Nature-Based Solutions to reduce carbon emissions and to store them in the world's forests, grasslands, and wetlands.	2017	Nature Conservancy	The proposed project will benefit from N4C given its experience in collaboration around climate COPs and media opportunities, which is complementary to advocacy activities on nature COPs under Component 1 and 2. Moreover, N4C developed a tool that aggregates the numbers from various collective campaigns and initiatives to demonstrate the support and demand from around the world for global leaders to take bold decisions (People for our Planet Aggregator). They further provide a selection of case studies. These materials will provide valuable input to Component 3 by strengthening business awareness and knowledge on why and how to act on nature & biodiversity (Outcome 3.1).
One Planet Business & Biodiversity (OP2B)	Cross-sectorial, action-oriented business coalition on biodiversity with a specific focus on agriculture, initiated within French President Macron's One Planet Lab framework. A project of the World Business	Launched at the United Nations Climate Action Summit in New York on 23 September 2019	Coalition of 27 companies hosted by WBCSD.	The proposed project will on the one hand capitalize on project examples focusing on regenerative agriculture that are published by OP2B by sharing them as best practice cases via Component 3 activities. On the other hand, OP2B will also amplify the proposed project's

	Council for Sustainable Development (WBCSD), the coalition currently consists of twenty-seven companies.			policy asks and complement them with suggestions more focused on sustainable agriculture.
EU Business @ Biodiversity Platform	EU Business @ Biodiversity Platform provides a unique forum for dialogue and policy interface to discuss the links between business and biodiversity at EU level. It was set up by the European Commission with the aim to work with and help businesses integrate natural capital and biodiversity considerations into business practices.	November 2007	European Commission	The proposed project will benefit from the EU B@B Platform's three workstreams in terms of knowledge input to Component 3. For instance, the platform works with EU companies to develop a set of business tools and approaches that integrate biodiversity considerations into business practice. In addition, through the Finance and Biodiversity Community, they are facilitating collaboration between leading financial institutions and businesses to gain deeper understanding from practice and identify opportunities and solutions to scale up biodiversity considerations in corporate decision-making. The outputs from all these activities could feed into knowledge distribution activities under Component 3. Furthermore, given the established relationship and past cooperation of BfN and EU B@B in the organization of European Business and Nature Summits (2019, Eva moderated the Summit, and in 2020 and 2021 BfN contributed to agenda, speaker suggestions and amplification), there is potential for EU B@B to join the proposed project in its advocacy activities under Components 1 and 2. For instance, they could be a co-organizer for events on the role of business in driving policy ambition on nature in global, regional and national contexts. Finally, the EU-B@B Align project - Aligning accounting approaches for nature - will support businesses, financial institutions and other stakeholders' natural capital accounting practices by providing a standardized approach to biodiversity measurement. The knowledge created via this project will constitute an important resource to be amplified via Component 3 of the proposed project.

Global Commons Alliance (GCA)	The GCA consists of a scientific arm, the Earth Commission, a platform for cities and businesses to adopt targets for all global commons, the Science Based Targets Network (SBTN), a 'situation room' for the climate, the Earth HQ, and of a Systems Change Lab. They are also currently developing a new workstream: the Accountability Accelerator.	June 2019		The proposed project will benefit from the GCA work streams in multiple ways. The SBTN both, represents one of the key action steps the proposed project will advise companies to take via Component 3, and will be able to capitalize on the proposed project's discussion inputs via BfN and SBTN Corporate Engagement groups. As the SBTN is a central piece for any credible business strategy and action on nature, the value of the proposed project amplifying it via Component 3 is major. Through its engagement on the SBTN, the proposed project will further be able to use the insights produced by the Earth Commission, the scientific commission defining a healthy planet. These insights, like the real time planetary data produced by the Earth HQ, and the outputs from the Systems Change Lab represent additional input for the knowledge amplification activities under Component 3.
We Value Nature	Campaign supporting businesses and the natural capital community to make valuing nature the new normal for businesses across Europe. We Value Nature reinforces and boosts the work of the Natural Capital Coalition in promoting 'naturally smarter businesses'.	November 2018 – October 2021	EU Horizon 2020-funded.	The proposed project will benefit from the research, resources and best practice that the We Value Nature campaign shares, in particular capacity building material and expertise. Their information for businesses, particularly on improving risk management, communication with investors, stakeholder engagement and anticipation of future legislation will feed in the knowledge distributed via Component 3.
Finance for Biodiversity Pledge	Pledge calling on global leaders and committing to protect and restore biodiversity through their finance activities and investments in the run-up to the Conference of the Parties (COP 15) to the Convention on Biological Diversity (CBD) in 2021. The activities and investments consist in <ul style="list-style-type: none"> • Collaborating and sharing knowledge • Engaging with companies 	Launched in September 2020.	Finance for Biodiversity Foundation	The proposed project will complement the activities and investments pledged by the 84 financial institutions mostly through its Component 3 which will strengthen business awareness and knowledge on why and how to act on nature & biodiversity. The proposed project's development and implementation of a business knowledge management and communication strategy to strengthen BfN as a platform (Output 3.1.1) for business action will be able to build on momentum created by the Pledge around its activities 1 to 5.

	<ul style="list-style-type: none"> Assessing impact Setting targets Reporting publicly on the above before 2025.			Furthermore, the proposed project may contact the 84 financial institutions in the context of the “kick-starting action” campaign (Output 3.1.2) to benefit from shared publicity or participation.
The Biodiversity Finance Initiative (BIOFIN)	<p>BIOFIN works with governments, civil-society, vulnerable communities, and the private sector to catalyze investments in nature. BIOFIN’s approach is to develop Biodiversity Finance Plans – roadmaps, drawing on qualitative and quantitative data, innovative methodologies, and input from a variety of sectors to create an agenda for action.</p> <ul style="list-style-type: none"> Step 1: Finance Policy and Institutional Review Step 2: Biodiversity Expenditure Review Step 3: Biodiversity Financial Review Assessment Step 4: Biodiversity Finance Plans <p>BIOFIN has compiled a list of over 150 biodiversity finance solutions available online.</p>	Initiated in 2012 at CBD COP11.	UNDP and the European Commission.	<p>The proposed project will benefit from BIOFIN’s approach of developing biodiversity finance plans for both, its activities under Component 2 (experience in 4 key countries in this proposal) and under Component 3.</p> <p>Regarding the first, the approach can inform the development of business biodiversity action plans as part of the NBSAPs between governments and national business advisory groups to support the implementation of the business-related targets of the CBD Post-2020 GBF (Output 2.1.1). Given the variety of available biodiversity finance solutions available online via BIOFIN, some of them will facilitate private sector action by feeding into knowledge management and distribution efforts under component 3.</p>

TABLE 3 PAST PROJECTS FUNDED BY THE GLOBAL ENVIRONMENTAL FACILITY (GEF)

Project	Description	Period	Lessons learnt to integrate/approach to replicate
The Global Environmental Commons. Solutions for a Crowded Planet	The project catalyzed the adoption of innovative, integrated and transformational solutions in key societal sectors to ensure a sustainable pathway for the	2016-2018	The objective of this project was to raise awareness and strengthen the narrative of the global commons; create a coalition of allies on safeguarding the global commons by presenting a framework for safeguarding the global commons and propose actionable solutions; and engage with a broader group with critical influence

	future of the planet and for humanity.		to set in motion a movement to address the Global Commons as a critical ingredient for a sustainable and prosperous future for all. It combined a science-based analysis and approach with an innovative policy and world leader's dialogue to (i) identify the priority issues facing the Global Commons and propose actionable solutions for a crowded planet; (ii) bring together intellectual and scientific leaders with 'dot connectors' who can translate and amplify the message to non-expert audiences; (iii) leverage commitment and finance for the implementation of solutions by catalyzing a critical debate among leaders from within and outside the conservation community; and (iv) release a Call to Action for Planetary Stewardship at a World Conference on the Global Environmental Commons. The process was highly successful, and raised the profile of the Global Commons, with ultimately in 2019 the creation of the Global Commons Alliance ⁹⁵ . In 2020, the first guidance for businesses to prepare for targets for all global commons was published to coincide with the UN's General Assembly (i.e., SBTN). This project can learn from the experience on how to mobilize action at scale to yield transformational change, as well as adopt the SBTN guidance for business.
Supply Change: Promoting Reduction of Deforestation Impacts of Commodity Supply Chains	The project increased the transparency and accountability of commodity production companies' commitments to sustainable, low- and zero-deforestation productions resulting in reduced pressures on globally significant biodiversity.	2018-2020	Lessons learned from this GEF6 project will provide important rationale and pathways for corporate commitments to reduce deforestation. All project outputs will constitute valuable inputs for the proposed project, including: the supply chain tracking platform (1.1.1), improved and scaled up monitoring and reporting on progress of companies' commodity commitments (1.1.2), Regular reports, papers, articles, newsletter issues, webinars and other information sources produced on the progress and impacts of companies in achieving their sustainability and low- and zero deforestation commitments (output 1.1.3), the creation of a common set of performance criteria for tracking and assessing the impact of company commitments (1.1.4).
Structuring and Launching CRAFT: the First Private Sector Climate Resilience & Adaptation Fund for	The project established and mobilized resources for the Climate Resilience and Adaptation Finance & Technology Transfer Facility (CRAFT), the first private sector climate resilience and	2018-2019	The private sector fund to address climate change in developing countries, that has been developed by this project, may provide a model that can be expanded a/o replicated by corporate sector as part of a range of measures for nature-positive business transformation and activities. As

⁹⁵ <https://globalcommonsalliance.org/about/our-story/>

Developing Countries	adaptation investment fund and technical assistance facility for developing countries, consistent with the goals of the Paris Agreement.		the project increased action and financing for climate adaptation and resilience from both the private sector and the public sector, by supporting the design, structuring, operationalization, and launch of the first dedicated commercial investment vehicle focused on expanding the availability of technologies and solutions for climate adaptation and resilience in developing countries, the proposed project may benefit from lessons learned about the set up such a commercial investment vehicle for biodiversity, which is part of a range of nature-positive activities companies may engage in.
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3) *the proposed alternative scenario with a description of outcomes and components of the project;*

PROJECT THEORY OF CHANGE

45. This project seeks to contribute to addressing the intense degradation of nature and alarming loss of biodiversity witnessed globally and caused to some extent by destructive business practices which contribute to land- and sea use change; direct exploitation of organisms; climate change; pollution; and other drivers of loss⁹⁶. This is not only a systemic risk due to society's dependence on ecosystem services (over half of the world's total GDP is at moderate or severe risk due to nature loss) but also a highly material economic and financial risk as businesses depend on healthy ecosystems to provide services such as raw material provision, flood control, pollination, climate regulation etc. As businesses both impact and depend on nature, they need to be included in efforts to halt and reverse nature loss to achieve transformational change at a global scale.
46. The **root causes** behind these drivers of biodiversity loss and nature degradation are (i) An economic system valuing short term profits; (ii) Unsustainable production and consumption patterns; (iii) Rapid technological progress; and (iv) Unsustainable supply chains. These root causes are indirect drivers and underpinned by societal values and behaviours.
47. The **objective** of this project is: Towards a nature positive world by 2030 through businesses driving policy ambition and reducing negative corporate impact. Specifically, the project aims to overcome the following **4 barriers**:
 1. Limited business engagement in global public policy developments on nature conservation;
 2. Fragmented nature-related business initiatives, leading to confusing messaging and disconnected efforts;
 3. Limited understanding of how businesses impact and depend on nature and ecosystem services;
 4. Limited capacity to engage with the national public policy processes required for businesses to act on nature and biodiversity.
48. The project will work across three complementary **Components** to achieve a set of four immediate project-level **Outcomes**.

⁹⁶ IPBES 2019 assessment concept, see p.27.

https://ipbes.net/sites/default/files/inline/files/ipbes_global_assessment_report_summary_for_policymakers.pdf

49. Component 1 will address Barriers 1 and 2, by unifying and amplifying the business voice through concrete policy asks at key negotiations for biodiversity ensuring harmonious messaging via high level stakeholders such as CEOs of leading companies. It will achieve this through a variety of activities including co-development between BfN and businesses of policy messages for key UN processes, the formulation of briefing notes for BfN partners and businesses engaging with MEA national delegations, facilitation of bilateral meetings between businesses and key MEA national delegations, organization of events on the role of business to drive policy ambition, capacity needs assessments of existing structures in each country, and facilitation of regular roundtables between businesses and governments.
50. Component 2 will address Barriers 1, 2 and 3 by encouraging business-government dialogues at national level to support the implementation of the CBD Post-2020 Global Biodiversity framework, including by enhancing businesses capacity to engage with processes required for them to act on nature, by (i) supporting four national-level business advisory groups to guide governments in implementing business-related targets of the CBD Post-2020 GBF, and (ii) by jointly developing business biodiversity action plans as part of the NBSAPs to support the implementation of the business-related targets of the CBD Post-2020 GBF in key geographies.
51. Component 3 will address Barriers 3 and 4 by focusing on enhancing understanding across the corporate world of business dependencies and impacts on nature and related risks, and their knowledge on good business practices for nature. It will achieve this by enhancing accessibility of existing content and training material for businesses on nature and biodiversity, effectively disseminating key knowledge products including best practices and lessons learnt from business who are already taking action for nature, developing communication material adapted to different stakeholder types, including dissemination of lessons learned and most importantly leading a global business “kick-starting action” campaign to enhance business engagement in climate and nature.
52. In order for long-term transformational change to take place, external factors outside the sphere of influence of the project are required to make significant contributions. These **assumptions** include:
 - A1: Unified leading business message and policy asks will be more effective than multiple different messages.
 - A2: SBTN methodologies and targets and TNFD framework are compatible with the CBD monitoring framework
 - A3: Business engagement at the national level is necessary to pilot test business engagement in CBD Post-2020 GBF implementation processes.
 - A4: Partners collaborate through BfN to boost and support business engagement globally
 - A5: Business adopting a shared language on nature can be particularly influential in accelerating the transition towards nature positivity.
53. If the project outcome-level assumptions (A1-5) are met, then delivery of the three project Components will result in further gains along the pathway to transforming the economy to value nature through more policy ambition and business action, represented by five **Medium-term Outcomes (MTO)**⁹⁷. These are: (1) Policy ambition is increased to reduce negative corporate impact, including through business advocacy (MTO1), (2) more businesses understand their impacts and dependencies on nature and are equipped with tools and methodologies to become nature positive (MTO2), (3) the enabling environment to integrate business actions at national level in NBSAPs, NDCs and LDNs strengthened (MTO3), (4) Businesses of all sizes and across sectors start taking action towards being nature-positive and integrate impacts on nature, climate and people

⁹⁷ MTOs are separated in the below ToC graphic by a red dotted line which signals the limit of project accountability. In other words, while progress towards Outcomes and Outputs will be monitored, progress towards MTOs will not be monitored.

systematically across decision-making (MTO 4), (5) investors, capital markets and consumers increasingly reward companies that demonstrate they are operating within planetary boundaries (MTO 5).

54. Achievement of these longer-term outcomes, which is beyond the immediate influence and accountability of the project (outside the green bold frame in the ToC), is subject to impact drivers (D1-5), namely:

D1: High-level political ambition will influence actions on the ground.

D2: Leading businesses are really willing to change, shift their business models, invest and see economic opportunities in a nature-positive world.

D3: Companies can consistently measure and disclose their impacts on nature in relation to planetary boundaries (Science Based Targets Network - SBTN; Taskforce on Nature-related Financial Disclosures - TNFD).

D4: An ambitious and transformative Global Biodiversity Framework is adopted and implemented in countries with the participation of businesses under the CBD Convention.

D5: Nature positive policy change in the economic and financial system will create a level playing field and stable operating environment which unlock new business opportunities.

55. This project, combined with contributions from the baseline projects, will contribute to the long-term state whereby a shared vision of living in harmony with nature is fulfilled by 2050.

Long-term states, impacts, and co-benefits

A shared vision of living in harmony with nature is fulfilled by 2050.

Global Environmental: BD - terrestrial and marine biodiversity is conserved and maintained **LD** – Avoided and/or reversed degradation associated with landscapes under improved practices and restoration; **CC** – Increased ecosystems and livelihoods resilience to climate change; Reduction in GHG emissions; **Chemicals** – Reduction in use of harmful chemicals **D4**

Socio-Economic Co-Benefits – Increased resilience of ecosystems, livelihoods, and infrastructure to global health, economic, and environmental shocks, including climate change; Significant contributions to SDGs, CBD, UNFCCC, UNCCD, and other international agreements.

MEDIUM-TERM OUTCOMES

D1

MT01: Policy ambition is increased to reduce negative corporate impact, including through business advocacy

MT02: More businesses understands their impacts and dependencies on nature and are equipped with tools and methodologies to become nature positive



MT03: Enabling environment to integrate business action at national level in NBSAPs, NDCs and LDNs strengthened

MT04: Businesses of all sizes and across sectors start taking action towards being nature-positive and integrate impacts on nature, climate, and people systematically across decision-making **D2**

MT05: Investors and capital markets increasingly reward companies that demonstrate they are operating within planetary boundaries **D3** **D5**

Objective: Towards a nature positive, net-zero emissions and equitable world by 2030 through businesses driving policy ambition and reducing negative corporate impact on nature.

COMPONENT ① **A1**

Business engagement and influence in international nature-related policy agreements

Outcome 1.1: Business advocates for nature positive policy at global (e.g. CBD, UNGA, UNFCCC, Rio+30) and national level in coherence with integrated goals of RIO conventions and SDGs **A3**

COMPONENT ② **A2**

Business engagement to create a business/government dialogue in key geographies

Outcome 2.1: Strengthened coordination and engagement between companies and governments in four (4) key geographies to support the implementation of the CBD Post-2020 Global Biodiversity Framework **A3** **A4**

COMPONENT ③ **A5**

Business for Nature knowledge management and strategic communications

Outcome 3.1: Strengthened business awareness and knowledge on why and how to act on nature & biodiversity **A5**

Barrier 1: Lack of business engagement in global public policy developments on nature

Barrier 2: Fragmented nature-related business initiatives, leading to confusing messaging and disconnected efforts

Barrier 3: Lack of understanding of how businesses impact and depend on nature and ecosystem services

Barrier 4: Lack of capacity to engage with the national public policy processes required for businesses to act on nature and biodiversity

Barrier 5: Lack of access to unified guidance and knowledge on good business practices for nature

PROBLEM



Natural systems are approaching tipping points



Business as usual is putting nature under ever increasing threat



Over half of the world's total GDP is at moderate or severe risk due to nature loss

Root causes economic system valuing short-term profits; Socio-cultural phenomena such as consumption patterns; Economic development including trade; Technological progress; Governance related causes

PROJECT OBJECTIVE AND COMPONENTS

56. The Project Objective is: Towards a nature positive, world by 2030 through businesses driving policy ambition and reducing negative corporate impact.

Indicator A: Number of companies working towards driving policy ambition and reducing negative corporate impact

Target: At least 50 companies

GEF Core Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment

Target: 7,306 direct beneficiaries of which 50% women

57. The project intends to achieve this objective through the following components, outcomes, and outputs:

Component 1. Business engagement and influence in international nature-related policy agreements

58. The GEF funding for this component (GEF USD 495,555) is required to scale up/amplify BfN's ability to engage businesses to advocate for nature positive policies at global (e.g. CBD, UNGA, UNFCCC, Rio+30) and national level in coherence with SDGs (Outcome 1.1). There is a need to strengthen both business leadership and business momentum. At this time, the Call to Action led by BfN is a high-level advocacy tool to provide evidence to governments that there is momentum with 1000 companies having signed and supported it. However, BfN proposes to continue this engagement and also need to dedicate resources to work more closely with a more limited number of key companies to be selected (target of 50 under Component 1), so they participate directly in advocacy activities, are briefed and prepped to convey the voice of many leading businesses where BfN has identified or created opportunities for them. The year 2022 will be another critical year for biodiversity, characterized by key political moments for several MEAs, including in particular the Conference of the Parties (COP15) of the CBD to be held in 2022 in China, where the Post-2020 GBF is expected to be adopted. Other key UN processes will be Stockholm +50 UNEP 50th Anniversary in June 2022, Rio+30, the 15th Conference of the Parties (COP15) of the UNCCD in May, and COP14 of the Ramsar Convention in November 2022. BfN will achieve business engagement in policy by both supporting twenty companies to develop and advocate for specific policy suggestions to feed into nature elements of key UN processes (e.g. UNGA, UNFCCC, Rio+30) (Output 1.1.1) and by supporting twenty companies to advocate for nature-positive policies in CBD Post-2020 GBF at a global level (Output 1.1.2). BfN will engage and consult with businesses directly as well as indirectly through partners on specific policy suggestions. Furthermore, BfN will encourage direct business participation in the CBD official processes, among others, by setting up physical or virtual meetings between CBD national government delegations and business representatives, and developing briefing notes. Finally, BfN will support ten companies to advocate for national level nature-positive policies as part of the CBD Post-2020 GBF (Output 1.1.3). The selection of businesses participating in engagement activities is not yet finalized. However, selection criteria have been formulated to ensure that only those businesses are chosen which have already taken meaningful steps to address biodiversity loss, climate change, and land degradation and which are recognized as a credible voice for nature. Please refer to Annex P for the full list of company selection criteria.

Outcome 1.1: Business advocates for nature positive policy at global (e.g. CBD, UNGA, UNFCCC, Rio+30) and national level in coherence with SDGs.

Indicator 1.1: Number of statements and/or policy recommendations related to nature positive policy made by businesses supported by BfN at global and national levels

Target: Ten (10) statements and/or policy recommendations related to nature positive policy made by businesses.

59. This outcome seeks to continue engaging businesses in policy discussions at a global and national level to learn, advocate and participate in nature positive discussions and decisions. Business advocacy for ambitious nature positive policy at global level is divided in two parts, advocacy in the context of relevant MEAs,

including particularly UNFCCC, UNCCD, UNGA and Rio+30 (Output 1.1.1), and advocacy within CBD-processes, targeting entities including (i) the Open-Ended Working Group (OEWG) for the CBD Post-2020 GBF, (ii) the COP and related pre- and side-events, (iii) the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) and (iv) the Subsidiary Body on Implementation (SBI) (Output 1.1.2). Both Outputs are detailed in the following.

Output 1.1.1: Twenty (20) companies are supported to advocate for nature-positive policies in key UN processes (e.g. UNGA, UNFCCC, Rio+30) through engagement with BfN.

Indicator 1.1.1: Number of companies supported to advocate for nature-positivity in key UN processes (e.g. UNGA, UNFCCC, Rio+30)

Target: At least 20 companies supported to advocate for nature-positive policies in key UN processes (e.g. UNGA, UNFCCC, Rio+30).

60. As stated earlier, business struggles to advocate for ambitious policies within the context of the CBD at global and national levels, and other relevant MEAs. BfN is uniquely placed to express the leading business voice through high-level policy asks at key negotiations for the planet and people. As the negotiations and political landscape evolves in an uncertain way, BfN stands ready to be responsive and reactive to provide credible leading business asks. Beyond the CBD, it is important that these nature-related policy asks are addressed to other relevant MEAs such as the UNFCCC and the UNCCD which have important interlinkages with ambitions for biodiversity and nature. As stressed by BfN and We Mean Business through a joint [publication](#)⁹⁸ and a recent report⁹⁹ by the IPCC and the IPBES, policies and governance structures need to simultaneously address climate change and biodiversity loss at all scales, which is why it is imperative for business committed to nature conservation not only to engage with CBD processes but also with UNFCCC processes to ensure that policy synergies are exploited and trade-offs are addressed. It is important to stress that the project's engagement with UNFCCC processes will be complementary to existing initiatives such as We Mean Business, as the latter represent the business voice on climate change, while BfN, through this project, represents the business voice on nature. Another Rio Convention with which linkages need to be considered is the UNCCD. When addressing problems of biodiversity conservation and climate change, important synergies can be found with problems leading to desertification and land degradation.
61. The project proposes co-development of high-level nature-related policy suggestions and messaging going into key political moments and MEAs (e.g. UNFCCC and its COP27, and potentially COP28, UNCCD and its COP15), notably by securing key business messengers such as the CEOs of leading companies, including women-led businesses, to share messages at the highest political level. Moreover, briefing notes will be formulated for BfN partners, businesses, and key UN processes/MEA national delegations and bilateral meetings facilitated between them. These activities will be complemented by the organization and/or co-organization of events on the role of businesses in driving policy ambition on nature. For the organization of these events, BfN will seek to join forces with other stakeholders that advocate for ambitious policy on nature such as NGOs, academia, youth, indigenous people, women, and faith communities.

Key activities:

- Co-development between BfN partners and businesses of high-level nature-related policy suggestions and messaging going into key political moments and MEAs (e.g. UNFCCC, UNCCD).

⁹⁸ Business for Nature, We Mean Business. 2021. Building Integrated Policies for the Planet: How Governments can Drive Business Action on Nature and Climate. [Accessed](#) in November 2021.

⁹⁹ Pörtner, H.O., Scholes, R.J., Agard, J., Archer, E., Arneth, A., Bai, X., Barnes, D., Burrows, M., Chan, L., Cheung, W.L., Diamond, S., Donatti, C., Duarte, C., Eisenhauer, N., Foden, W., Gasalla, M. A., Handa, C., Hickler, T., Hoegh-Guldberg, O., Ichii, K., Jacob, U., Insarov, G., Kiessling, W., Leadley, P., Leemans, R., Levin, L., Lim, M., Maharaj, S., Managi, S., Marquet, P. A., McElwee, P., Midgley, G., Oberdorff, T., Obura, D., Osman, E., Pandit, R., Pascual, U., Pires, A. P. F., Popp, A., ReyesGarcía, V., Sankaran, M., Settele, J., Shin, Y. J., Sintayehu, D. W., Smith, P., Steiner, N., Strassburg, B., Sukumar, R., Trisos, C., Val, A.L., Wu, J., Aldrian, E., Parmesan, C., Pichs-Madruga, R., Roberts, D.C., Rogers, A.D., Díaz, S., Fischer, M., Hashimoto, S., Lavorel, S., Wu, N., Ngo, H.T. 2021. IPBES-IPCC co-sponsored workshop report on biodiversity and climate change; IPBES and IPCC. DOI:10.5281/zenodo.4782538. [Accessed](#) in November 2021.

- Secure key business messengers such as the CEOs of leading companies, including women CEOs, to share messages at the highest political level, such as at key events and through closed door meetings.
- Formulation of briefing notes for BfN partners, businesses and key UN processes/MEA national delegations.
- Facilitate bilateral meetings between BfN partners, businesses and key UN processes/MEA national delegations.

Output 1.1.2: Twenty (20) companies are supported to advocate for nature-positive policies in the CBD process at a global level through engagement with BfN.

Indicator 1.1.2: Twenty (20) companies from different sectors and geographies are supported to advocate for nature-positive policies in the CBD process at a global level through engagement with BfN

Target: At least 20 companies supported to advocate for nature-positive policies in CBD process at a global level.

62. The same challenge outlined under Output 1.1.1 for key UN processes and MEAs persists regarding the CBD. Businesses lack understanding as to how this framework will be relevant to them and are largely inexperienced in advocacy for ambitious nature policy within this global agreement. BfN is uniquely placed to engage companies on the implementation of the CBD Post-2020 GBF and to harness leading business voice in support of nature-positive policies in CBD processes.
63. Output 1.1.2 on global level CBD advocacy will target different CBD entities than Output 1.1.3, and thereby focus on (i) the Open-Ended Working Group (OEWG) for the CBD Post-2020 GBF, (ii) the COP and related pre- and side-events, (iii) the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) and (iv) the Subsidiary Body on Implementation (SBI) which are relevant for advocacy on ambitious nature policy that can stimulate large-scale business action. While BfN has in the past actively contributed to OEWG negotiation meetings (e.g. [OEWG-3](#) where they shared [eight suggestions](#) with some specific text amendments for the CBD post 2020 GBF which were integrated by a number of countries in their official positions), the purpose of this body (negotiate the content of the CBD post 2020 GBF) will be fulfilled after the adoption of the CBD post 2020 GBF at the COP15 in 2022, likely entailing its cease of operations. Although the OEWG will no longer represent an advocacy target, the COP, and related pre- and side-events as well as the CBD's subsidiary bodies remain relevant advocacy targets throughout the lifetime of the project. With the project starting in April 2022, it will coincide with the second part of COP15 taking place in-person in Kunming, China (2022 - dates tbc). This key event represents the last chance to promote policy recommendations such as the above mentioned eight suggestions and to engage business in-person and online to demonstrate the importance of this agreement for business. Of particular interest will be the official CBD Business and Biodiversity Forum which will also take place during the 2nd part of the COP as one of eight parallel forums. This will be a two-day event, organized back-to-back with the high-level segment, where Heads of State and Government and ministers will meet for final negotiations on the agreement, with the aim to have business-government dialogues and to bring business considerations into the negotiations. Side-events will also be organized where businesses can contribute to the discussions and share best-practices, alongside a technology fair. Apart from the COPs, SBSTTA and SBI meetings represent important opportunities to advocate for an ambitious policy environment that accelerates business action for nature, including an Ad-Hoc Technical Expert Group (TEG) to develop additional indicators for non-state actors in the Monitoring Framework, and another Ad-Hoc Technical Expert Group on mainstreaming is also anticipated to be created at COP15. BfN would have an important role to play in these TEGs to ensure an effective implementation of the Framework that enable full business participation. BfN will raise the business voice in these groups, ensuring there is a business representative in the working groups, proposing indicators for business-relevant targets, setting the "rules" for effective collaboration with non-state actors, incl. how their commitments and actions will be incorporated into NBSAPs and national reports, This past success will be amplified through the proposed project interventions at the upcoming SBSTTA-25 (and potentially SBSTTA-26), and possibly at SBI-4 if a meeting falls in the project implementation period. Finally, the CBD COP16 and related pre- and side events are also anticipated to take place during project implementation, as they usually take place on a bi-yearly basis,

and thus represent further advocacy and engagement opportunities. COP16 will represent an important milestone for the implementation of the Framework and should see the negotiation of some essential implementation and monitoring mechanisms that will be central to the success of the Post-2020 Framework.

64. The project thus proposes co-development of high-level nature-related policy suggestions and messaging going into the above-described CBD processes, notably by securing key business messengers such as the CEOs of the 20 companies, to share messages at the highest political level. Based on successful past experience in co-hosting [technical webinars](#) allowing the 20 companies and possibly others to provide examples of how a transformative CBD Post-2020 GBF can help accelerate business action and to present suggestions to CBD negotiators, this output proposes to host/co-host engagement webinars and meetings to promote the previously developed policy suggestions and provide a platform for direct engagement between businesses and CBD negotiators. For the organization of these webinars, BfN will seek to join forces with other stakeholders that advocate for ambitious policy on nature such as NGOs, academia, youth, indigenous groups, women and faith communities. Moreover, the project will support the companies to publish op-eds by their CEOs addressing governments and highlighting the importance of ambitious policies on nature and include concrete suggestions for enabling business action for nature in specific sectors the company represents. Finally, the 20 companies will also be encouraged to join the BfN delegation to the COP15 and COP16 for in-person advocacy and engagement with CBD negotiators.

Key activities:

- Co-development between BfN partners and businesses of high-level nature-related policy suggestions and messaging going into CBD processes at global level.
- Co-host engagement webinars and meetings for the 20 companies and possibly others to engage directly with CBD negotiators and to allow them to provide examples of how a transformative CBD Post-2020 GBF can help accelerate business action and to present concrete suggestions for an enabling environment.
- Support companies to publish op-eds by their CEOs addressing governments and highlighting the importance of ambitious policies on nature and include concrete suggestions for enabling business action for nature in specific sectors the company represents.
- Invite the 20 companies to join the BfN delegation to the COP15 and COP16 for in-person advocacy and engagement with CBD negotiators.

Output 1.1.3: Ten (10) companies are supported to advocate for national level nature-positive policies as part of the CBD post 2020 framework roll-out phase through engagement with BfN.

Indicator 1.1.3: Number of companies supported to advocate at a national level for nature-positive policies as part of the CBD Post-2020 GBF roll-out phase

Target: At least 10 companies supported to advocate at a national level for nature-positive policies as part of the CBD Post-2020 GBF roll-out phase.

65. The same challenges outlined under Output 1.1.2 regarding the CBD and the Post-2020 GBF at global level persist at national level. Businesses lack understanding on how this framework will be relevant to them and the country they are located in, as well as how the country will need to transition its economy to meet the CBD Post-2020 GBF's objectives. Moreover, businesses are largely inexperienced in advocacy for ambitious nature policy at the national level. BfN is uniquely placed to support companies to implement the CBD Post-2020 GBF at company level and to harness leading business voice in support of nature-positive policies at national level for its implementation. Here, the project will support companies to engage with national CBD delegations, and create a dialogue through bilateral meetings, workshops and webinars to seek further support for business policy suggestions.

66. Output 1.1.3 intends to influence/engage with national governments as a second advocacy channel, complementing Output 1.1.2. This is an important addition to global level advocacy, given that countries, as Parties to the CBD, are the ones negotiating the Framework and its implementation and monitoring mechanisms and host leading companies operations within their territories, thus representing a key intermediaries for business advocacy. BfN has, since May 2021, organized over 30 bilateral meetings with influential countries in the negotiation of the CBD Post-2020 GBF including Uganda, Portugal, EU, Seychelles, Australia, India, UK, Netherlands, Belgium, Germany, Finland, France, Argentina, Brazil, Canada, Mexico, Denmark, New Zealand, Malaysia and Colombia. These meetings provided an opportunity for national or global companies to present their plans and actions on nature to governments and to engage with policymakers in an open dialogue to seek their support for business policy suggestions. This engagement resulted in many of the countries supporting BfN and company positions during official negotiations. Given the success of this advocacy tool in the past, the project proposes to conduct at least 10 bilateral meetings between supported companies and national governments. As the policy suggestions for CBD level remain the same, regardless of whether they are brought forward directly to CBD negotiators on a global level or to national delegations, the co-development of policy suggestions and messaging realized under Output 1.1.2 will feed into Output 1.1.3. In addition, BfN partners, CBD national delegations and the 10 supported companies will receive briefing notes in preparation of the bilateral events. In PY2, Finally, the terrain for the above-described activities will be prepared through a variety of knowledge sharing and communication activities laid out in Outcome 3.1 and including elements such as a kick-starting action campaign, encouraging business commitment to pledges and knowledge sharing activities. The knowledge products created under Component 3 will also directly feed into bilateral meetings and other national level advocacy channels exploited/used during the project lifetime.

Key activities:

- Organize bilateral meetings between BfN partners, the 10 participating companies and CBD national delegations.
- Formulation of briefing notes for BfN partners, businesses and CBD national delegations in preparation for the bilateral meetings.
- Organization of a workshop where companies are invited to discuss and identify practical and tangible steps to advocate for nature policies in the context of their country/ies.
- The respective countries' CBD National Focal Points will be invited to attend the session and to report the discussion to the government, on a case by case basis.
- Organize at least one webinar in the local language of a participating country, co-organized with a company that voices interest in taking a leading role in setting up such an event with government counterparts of the country hosting their headquarter.

Component 2. Business engagement to create a business/government dialogue in key geographies

67. The GEF funding (GEF USD 728,175) is required to strengthen coordination and engagement between companies and governments in four key geographies to support the implementation of the CBD Post-2020 GBF (Outcome 2.1). BfN will achieve this by supporting four national-level business advisory groups to guide governments in implementing business-related targets of the CBD Post-2020 GBF (Output 2.1.1) and by jointly developing business biodiversity action plans as part of the NBSAPs between governments and national business advisory groups to support the implementation of the business-related targets of the CBD Post-2020 GBF in key geographies (Output 2.1.2).

Outcome 2.1: Strengthened coordination and engagement between companies and governments in four (4) key geographies to support the implementation of the CBD Post-2020 Global Biodiversity Framework.

Indicator 2.1: Degree to which the capacity of targeted governments is strengthened to coordinate and engage on issues related to business action for nature

Target: Increase of 2 in the capacity score of each national government institution (out of a maximum of 4: Low capacity = 1; Basic Capacity = 2; Moderate Capacity = 3; Strong Capacity = 4)

68. In order for the CBD Post-2020 GBF to be successful, countries will need to develop or update their NBSAPs and implement actions to meet their commitments. This requires coordination between key groups such as governments that are responsible for NBSAPs and businesses that can contribute to their implementation through their company actions.
69. The project activities around creating a business-government dialogue in four key geographies are divided in two parts. First, national-level business advisory groups will be established or supported to guide governments in implementing post-2020 GBF targets that related to business (Output 2.1.1). This lays the ground for the joint development between governments and national business advisory groups of four business biodiversity action plans as part of the NBSAPs. These action plans will serve to implement the business-related targets of the CBD post 2020 framework in the four key geographies (Output 2.1.2).

Output 2.1.1: Four (4) national-level business advisory groups receive support to guide governments in implementing business-related targets of GBF.

Indicator 2.1.1: Number of national-level business advisory groups having received support to act as advocacy platform for nature positivity.

Target: At least 4 national-level business advisory groups have received support to act as advocacy platform for nature positivity.

70. The lack of coordination and engagement between policymakers and businesses on biodiversity and the NBSAP process will be addressed by the project through catalyzation of business-government dialogues in four countries (India, South Africa, Malaysia, Colombia) to share respective views, importance and plans around reversing biodiversity and nature loss, and where possible and appropriate, discuss specific policy ambition at national level. The project proposes to conduct a Baseline Institutional Capacity Assessment to define a baseline level of capacity of targeted institutions (i.e. government) to coordinate and engage on issues related to business action for nature, and in particular the NBSAP process. Based on the needs identified, national-level business advisory groups will be set up/ strengthened and receive support to guide governments in implementing business-related targets of the CBD Post-2020 GBF.
71. These activities will be complemented with the facilitation of regular roundtables between the advisory groups, businesses and national governments and the co-/organization of multi-stakeholder events on the role of business in driving policy ambition on nature, engaging notably indigenous groups, women and youth. The knowledge products created under Component 3, including the national case studies, will directly feed into roundtables and advisory group meetings.

Key activities:

- Conduct a Baseline Institutional Capacity Assessment to define a baseline level of capacity of targeted institutions (i.e., businesses and government) to coordinate and engage on issues related to business action for nature, and in particular the NBSAP process.
- Establish national level business advisory groups if necessary or build upon an existing one.
- Provide capacity-building activities/trainings/workshops/etc to newly established or already existing advisory groups when required to support them to guide governments in implementing business-related targets of the CBD Post-2020 GBF.

- Facilitate regular roundtables between the advisory groups, businesses and national governments as a platform for dialogue.
- Organize and/or co-organize multi-stakeholder events on the role of business in driving policy ambition on nature together with businesses, government and engaging notably indigenous groups, women and youth.

Output 2.1.2: 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.

Indicator 2.1.2: Number of business biodiversity actions plans as part of NBSAPs developed

Target: 4 biodiversity actions plans

72. Output 2.1.2 will seek to influence the integration of business action for nature into the updated National Biodiversity Strategies and Action Plans (NBSAPs) which are the main national-level implementation mechanism of the CBD and the soon to be adopted CBD Post-2020 GBF. While the short time frame of the project does not allow for co-development of the NBSAPs themselves, business biodiversity action plans are to be developed between governments and national business to support the implementation of the business-related targets of the CBD Post-2020 GBF in key geographies.
73. These action plans could then be integrated into the updated NBSAPs as “business chapters” and guide the development on national legislation and regulation. The aim is that the action plans function like a private sector counterpart to the NBSAP, which could, for instance, be submitted as an annex of the NBSAP to the CBD, and thereby fill an important gap to secure effective implementation of biodiversity targets beyond policy level in the national economy. They could contain, for example, an analysis of the status quo, namely how the economy, its major sectors and key leading businesses impact nature and biodiversity in the country of interest, and how they depend along their value chain on different goods and services nature provides. It will also include an economic estimation of the value of these goods and services. Furthermore, they will contain a proposed approach on how to meet the business-specific targets of the CBD Post-2020 GBF, through dialogues between governments and businesses whereby input from key stakeholders from academia and civil society will be collected. The proposed approach will include concrete targets and indicators for M&E, setting milestones for 2030. This will also constitute an opportunity for the government and businesses to discuss how to systematically integrate business actions in the NBSAP and ensure that the business action plans are aligned to the national strategy prepared concomitantly so in the future governments can include progress from the business sector in their national reports. Finally, the action plans will describe how business practices, models, and investment strategies can be transitioned to benefit from nature-based job and business opportunities to stimulate a green transition of the economy, including indigenous communities and women needs and ambitions.

Key activities:

- Develop business biodiversity action plans between governments and national business advisory groups to support the implementation of the business-related targets of the CBD Post-2020 GBF in key geographies.
- Develop and deploy tools to collect input from stakeholders advocating for ambitious policy on nature (e.g., NGOs, academia, youth, indigenous, women and faith communities) to inform the business biodiversity action plans.

Component 3: Business for Nature knowledge management and strategic communications

74. The GEF funding (GEF USD 485,384) is required to strengthen business awareness and knowledge on why and how to act on nature & biodiversity at a global and country level (Outcome 3.1). This means that understanding across the corporate world of business dependencies and impacts on nature and related risks, and their knowledge on good business practices for nature needs to be enhanced. The project will achieve this through the development and implementation of a business knowledge management and communication strategy to strengthen BfN as a platform for business action (Output 3.1.1), including notably the enhancement of accessibility of existing content for businesses on nature and the dissemination of key knowledge products to support Components 1 and 2. Moreover, a global business “kick-starting action” campaign to enhance business engagement in climate and nature will be developed and executed (Output 3.1.2). Finally, the project will undertake four national case studies of actions taken by leading companies in support of the implementation of the CBD Post-2020 GBF and disseminate best practices for replication at scale (one in each selected country).

Outcome 3.1: Strengthened business awareness and knowledge on why and how to act on nature & biodiversity.

Indicator 3.1: Level of shared language on nature among companies directly engaged by BfN

3.1.1 Target: Increase of 20% in level of shared language on nature among companies (Scale TBD)

75. The proposed project will increase business awareness and knowledge on acting for nature and biodiversity in two ways. First, BfN’s role as a platform for business action will be promoted through the development of a knowledge management and communication strategy that ensures the availability of accessible guidance and training material outlining steps businesses can take to become nature and climate positive (Output 3.1.1). Second, a global business “kick-starting action” campaign to increase awareness of biodiversity risks, opportunities and impacts within the private sector and to strengthen business engagement will be executed (Output 3.1.2).
76. To measure progress on this outcome, the proposed indicator will measure the extent to which business adheres to a shared language (i.e. the way in which business exchanges information, asks questions, and generally interacts with each other¹⁰⁰) on nature. For the baseline, a representative sample of business communication materials (e.g. websites, etc.) will be analyzed for a number of keywords related to nature positivity at project inception, and changes will be measured at project close.

Output 3.1.1: Business knowledge management and communication strategy developed and implemented to strengthen BfN as a platform for business action.

Indicator 3.1.1: Number of BfN business knowledge management and communication strategies developed and implemented.

Target: One (1) business knowledge management and communication strategy developed and implemented.

77. As stated above, the current business momentum and leadership on nature and biodiversity is an opportunity to be grasped, boosting business engagement by providing accessible material for those companies starting their nature positive journey. However, as described earlier, available guidance and material is often not conceived in an accessible way or offers limited concrete steps for companies to take to become nature positive.

¹⁰⁰ [Level of shared language among group members | Knowledge Management Indicator Library \(globalhealthknowledge.org\)](#); It is proposed to do a word search of websites of a representative sample of businesses accessing knowledge products/engagement activities at start and end of project to measure the level of adoption of key terms such as nature-positivity through project activities.

78. This project fills this gap by enhancing the accessibility of existing content and training material for businesses on nature and biodiversity and by signposting, converging, and simplifying steps companies can take to reverse nature loss. This will be done in close collaboration with companies and other initiatives and projects with experience and expertise in the area (e.g., BfN partners, SBTN, WBCSD, GCA, World Economic Forum, etc.). Notably, this will lead to the production of an in-depth review of existing guidance and material available on business and nature, including case studies of best practices, and leveraging partner expertise. This review will be available on a one-stop webpage for converged, simplified and business adapted knowledge products and capacity building material that will be set up for easy access.
79. This one-stop webpage will be promoted together with the knowledge sharing, and exchange events that will be hosted to amplify the reach of the converged, simplified and context-adapted knowledge created throughout the project and specifically Component 3. These will also include a clear presentation of steps companies can take to reverse nature loss, including case studies of best practices. These activities will be complemented by workshops on available methodologies and how to integrate into strategies and action plans (using material prepared under Component 3, amongst others) and by dissemination of lessons learned for replication through webinars, articles, and videos. In this context, attention will be paid to develop communication material adapted to different stakeholder types (including media outreach). Providing a framework, roadmap and strategy for the above-described activities, a KM & communication strategy and roadmap for implementation will be developed. Strategic communications will be particularly important to influence policymakers, businesses, and the public as it represents an opportunity to demonstrate the clear business case for nature's preservation.

Key activities:

- Development of a KM & communication strategy and roadmap for implementation.
- Development of communication material adapted to different stakeholder types (including media outreach).
- Produce an in-depth review of existing guidance and material available on business and nature, including case studies of best practices, and leveraging partner expertise.
- Set up and promote a one-stop webpage for converged, simplified and business adapted knowledge products and capacity building material for easy access.
- Host virtual knowledge sharing and exchange events presenting the steps companies can and must take to reverse nature loss, including case studies of best practices.
- Capacity-building/trainings/etc on available methodologies and how to integrate into strategies and action plans (using material prepared under Component 3, amongst others).
- Enhance accessibility of existing content/training material for businesses on nature and biodiversity and converge and simplify steps companies can take to reverse nature loss.
- Disseminate lessons learned that could be replicated elsewhere, e.g., through webinars, articles, or videos.

Output 3.1.2: A global business “kick-starting action” campaign to enhance business engagement in climate and nature developed and executed.

Indicator 3.1.2: Number of global business “kick-starting action” campaign to enhance business engagement in climate and nature developed and executed.

Target: One global business “kick-starting action” campaign to enhance business engagement in climate and nature developed and executed.

80. Building on momentum for business action for nature and to prepare the terrain for the global and national-level CBD and MEA advocacy activities (Outcome 1.1), the project will include a “kick-starting action” campaign to increase awareness of biodiversity risks, opportunities and impacts within the private sector and to strengthen existing and inspire new business engagement to reverse biodiversity loss. The organization of this campaign will build on learnings from several campaigns BfN partners, for example from South Africa, The Endangered Wildlife Trust (EWT), have engaged in ahead of COP15¹⁰¹. First, strategies for the campaign, communication, and stakeholder engagement will be developed and implemented, as well as a roadmap for implementation. Then, the project proposes to reach out to companies and other initiatives and projects with experience and expertise in the area to build a coalition for the campaign (e.g., BfN partners, SBTN, WBCSD, GCA, World Economic Forum, etc.) to build on existing efforts and unify the engagement with businesses around the world. In the context of this campaign, the project will encourage business commitment to pledges or endorsement of statements (e.g., Leaders Pledge for Nature, BfN’s “Nature is everyone’s business” Call to Action).

Key activities:

- Development of a stakeholder engagement strategy.
- Outreach to companies and other initiatives and projects with experience and expertise in the area to build a coalition for the campaign (e.g., BfN partners, SBTN, WBCSD, GCA, World Economic Forum, etc.).
- Encourage business commitment to pledges or endorsement statements in the context of the campaign (e.g., Leaders Pledge for Nature, BfN’s “Nature is everyone’s business” Call to Action).
- Promote the knowledge sharing events to be conducted under Output 3.1.1.

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).

Indicator 3.1.3: Number of national case studies.

Target: 4 national case studies.

81. A series of four case studies (one per selected country) of actions taken by leading companies to implement the business-related objectives of the CBD Post-2020 GBF will represent one of the flagship knowledge products to be promoted during knowledge sharing events under Output 3.1.1 and on the one stop webpage for converged, simplified and business adapted knowledge products and capacity building material to be set up under Output 3.1.2. These case studies allow to share learnings (including challenges and opportunities) from leading companies on acting for nature among the wider business community to replicate best practices. The project proposes to first reach out to leading companies that implemented actions for nature (impact and dependency measurement methodologies, disclosure and reporting methods, SBT etc.) to inquire interest in performing a case study. Once the project team will have come to an agreement with four companies on the terms of conducting the case study, an evaluation strategy (including desk review and interviews) of company actions taken for nature will be developed and implemented to collect the necessary data. After the final draft of the case studies, they will be promoted via channels created during the project as described above and as possible via company networks, BfN partners, initiatives and projects with experience and expertise in the area (e.g., SBTN, WBCSD, GCA, World Economic Forum, etc.).

¹⁰¹ The Endangered Wildlife Trust (EWT), our partner in South Africa, have engaged in several campaigns to increase awareness of biodiversity risks, opportunities and impacts within the private sector, and in particular have promoted BfN’s position ahead of COP15. Among their activities, EWT launched a general social media campaign and published this [article](#) “EWT and business for nature call on companies to help reduce nature loss in this decade.”

Key activities:

- Outreach to leading companies that implemented actions for nature (impact and dependency measurement methodologies, disclosure and reporting methods, SBT etc.) to inquire interest in performing a case study.
- Agreement with four companies on the terms of conducting the case study.
- Development and implementation of an evaluation approach (including desk review and interviews) of company actions taken for nature.
- Drafting of the case studies.
- Promotion of case studies via company networks, BfN partners, initiatives and projects with experience and expertise in the area (e.g. SBTN, WBCSD, GCA, World Economic Forum, etc.).

4) alignment with GEF focal area and/or impact program strategies

82. This project is well aligned with the GEF-7 Programming Directions and Private Sector Engagement Strategy¹⁰² (GEF PSES), as it focuses on global and national business action and advocacy to generate positive impacts on nature and biodiversity at scale. The project aligns with the GEF-7 Biodiversity Focal Area Objective 1: Mainstream biodiversity across sectors as well as landscapes and seascapes (through the following entry point: Biodiversity Mainstreaming in Priority Sectors). Contributions to this objective come primarily from this project's support for the development of business action plans for NBSAPs at national level, and BfN will support business to reduce their negative impact on nature and make significant progress towards becoming nature positive. In addition, the project contributes to the GEF-7 Biodiversity Focal Area Objective 3: Further Develop Biodiversity Policy and Institutional Frameworks (in particular through the following entry point: Improve Biodiversity Policy, Planning, and Review). The project's planned engagement with the corporate sector to help advocate for more ambitious policy to reduce biodiversity loss contributes directly to this objective, both in the CBD Post-2020 Framework and other MEAs. Finally, the project indirectly contributes to Objective 2: Address direct drivers to protect habitats and species. It does so by engaging companies which contribute to drivers of environmental degradation and assisting them in sustainable transformations of harmful business practices.
83. Moreover, the project is also aligned to the GEF-7 Climate Change Mitigation (CCM) and Land Degradation (LD) Focal Areas. More precisely, it is aligned with CCM Objective 1: Promote innovation and technology transfer for sustainable energy breakthroughs for accelerating energy efficiency adoption. While contributions to this objective will be less direct than for the Biodiversity Focal Area, the project's activities to strengthen business awareness and knowledge on how to act on biodiversity (Component 3) will target, amongst others, high impact areas for businesses such as energy production and consumption activities, striving to support companies in identifying how to become more energy efficient. Alignment with Objective 2, Demonstrate mitigation options with systemic impacts, is given as the project seeks to address the cross-cutting challenges of biodiversity loss, human health, and climate change. Thus, in terms of climate change mitigation actions on which business awareness will be raised under Component 3, the focus will be on those which are either targeted at increasing resilience of ecosystems and protecting and restoring their conditions, or which do have significant co-benefits for nature and humans.
84. The project is further aligned with LD Objective 1: Reduce pressures on natural resources from competing land uses and increase resilience in the wider landscape, and Objective 1, Support on the ground implementation of sustainable land management (SLM) to achieve LDN. While again less direct, project

¹⁰² https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF_C.57_06_GEF%E2%80%99s%20Private%20Sector%20Engagement%20Strategy_1.pdf

activities, mostly under Component 3, will strive to provide companies with the knowledge and tools to understand how they drive land use change, to identify ways to reduce their impact, and to employ SLM particularly where productive use of land is significant in scope or impact. As we have seen above, this is a crucial challenge in project countries such as Malaysia and Colombia where biodiversity is threatened by habitat fragmentation and land degradation driven by biofuel production, logging and other competition for land.

85. Advancing the integrated approach which complements GEF-supported projects in specific focal areas, the project is also aligned to two of GEF 7's impact programs: (i) Food Systems, Land Use and Restoration, and (ii) Sustainable Forest Management, to address the drivers of environmental degradation in a transformative way and offer the potential for the GEF to support systemic change. Alignment to the first program consists primarily in promoting sustainable food production and responsible commodity value chains to participating businesses from the consumer staples sector and other stakeholders in the major food systems and supply chains. Closely linked to this, alignment with the second program is also ensured by engaging companies involved in land-use change for agricultural purposes but also businesses active in the following industries: paper and forest products, transportation infrastructure and real estate management and development.
86. Looking ahead to GEF-8, the project will ensure alignment with continuing and emerging strategic priorities of the GEF, including a focus on transforming key systems. To achieve this, the GEF seeks to leverage the private sector, encouraging concrete actions by actors from smallholders/SMEs to global corporates toward use and expansion of sustainability standards and commitments to nature-positive pathways. BfN's work takes an integrated approach through Healthy Planet, Healthy People and equity, net-zero, and nature-positive. Like the GEF, BfN and its partners recognize that the private sector as an essential agent of systemic transformation and multi-stakeholder coalitions are critical to raising ambition. As such, the project supports the implementation of the GEF Private Sector engagement Policy. The GEF's Private Sector Advisory Group (PSAG) overlaps with BfN's [Strategic Advisory Group](#) (Natura & Co and Olam are represented on both), which is comprised of representatives from forward-thinking businesses who guide BfN's work. BfN and GEF are both supporters of the Global Goal for Nature.

Consistency and alignment with CI institutional priorities

87. The project is well aligned with CI institutional priorities, in particular CI's Southern Cross (2020), CI Corporate Engagement Strategy, and NBS Principles. On CI's Southern Cross, the project supports the "guiding stars" Nature for Climate and Sustainable Landscapes and Seascapes, by contributing to addressing barriers related to policy (i.e. policies fail to regulate activities that erode natural capital and incentivize those that conserve, restore, and sustainably use nature), as well as those related to creating scalable models and assessment tools. As such, the project will directly contribute to addressing knowledge gaps whereby companies do not know how to reduce the environmental footprint of their operations, as well as increase capacity for businesses to mobilize their stewardship potential for the conservation and sustainable use of natural resources. The project also supports CI's corporate engagement strategy, including its work towards inspiring and activating companies by showing them the value of protecting nature and to encouraging support for conservation efforts.

5) incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF, SCCF, and co-financing;

88. The GEF resources will build upon and influence the baseline and associated investments. It will provide incremental value to initiatives supporting business engagement in driving policy ambition and reducing negative corporate impact, to reverse biodiversity loss by 2030.
89. Without GEF support, most businesses will continue to struggle to understand the value of nature and to advocate for ambitious policies within CBD processes, on global and national level, and within other MEA'S processes. The business voice for nature will remain fragmented and will impede harmonious messaging of key policy asks at international negotiations for biodiversity from leading companies. Moreover, a business voice for nature would be missing when it comes to private sector engagement on nature-related elements of

the sister UN Conventions, i.e., the UNFCCC and the UNCCD where business is currently most involved on the topic of climate change via initiatives such as We Mean Business. By failing to simultaneously address interdependent environmental problems such as climate change, desertification, land degradation and biodiversity loss, policy synergies will remain unexploited and potential trade-offs unaddressed. Regarding the CBD, businesses will continue to lack understanding of how the GBF will be relevant to their activities and the countries they are operating in, including how both may need to transition to meet the GBF's objectives. Without support from GEF, a lack of coordination and engagement between business and government, particularly crucial on the NBSAPs, would persist and businesses would struggle to use scattered and inaccessible knowledge products to take action on nature. The COVID-19 crisis will have an impact on budgets of institutions and initiatives conducting baseline projects meaning that investment in environmental issues will be scarce.

90. The alternative scenario – including GEF investment –will expand the scope of baseline initiatives by amplifying business engagement to advocate for nature positive policies in key UN processes and in CBD negotiations at global and national level, particularly by jointly developing business biodiversity action plans as part of the NBSAPs between governments and national business advisory groups to support the implementation of the business-related targets of the GBF in key geographies. GEF support will be key to unify business voices for nature-positivity at global level and strengthen national government confidence to increase policy ambition. In addition, it will be central to enhance coordination and engagement between business and government, in particular for NBSAP, and create a replicable model for scaling up. Further, GEF financial support will allow business to understand their impacts and dependencies on nature and to equip them with tools and methodologies to become nature positive.
91. As several initiatives and funding are coming to an end in 2022, the GEF resources will be able to build upon them to ensure the continuity and expand the activities and reach of initiatives that support businesses in setting biodiversity targets, measuring impacts and dependencies on nature, identifying appropriate data sources, disclosing corporate reports and transforming business models according to identified risks and opportunities. GEF funding will therefore strengthen key existing initiatives, networks and projects on business action for biodiversity to ensure their long-term support to businesses in their journey towards nature-positivity.
92. A total of USD 2,000,000 is requested for the project from GEF, which is leveraged to secure a total of USD 3,620,000 as indicative co-financing from a variety of sources. Co-financing for Component 1 comes from all seven co-financiers, for a total of USD 1,149,317. Component 2 will be co-financed by Capitals Coalition; MAVA Foundation; Stichting Benevolentia – Porticus; WBCSD; and We Mean Business, CI for USD 1,455,005. Finally, Component 3 is co-financed by Capitals Coalition; MAVA Foundation; Stichting Benevolentia – Porticus; and We Mean Business, CI for USD 847,096. The co-financing commitment letters are attached in Annex N. The role of in-kind co-financiers is detailed in the paragraphs below.
93. The Capitals Coalition has established “Capitals Hubs”¹⁰³ in Australia, Brazil, Canada, Colombia, Luxembourg, Madagascar, Mexico, The Netherlands, Scotland, South Africa, Spain, UAE, West Africa. These are formed by communities of practitioners who develop and scale the capitals approach within specific regional or national contexts or within industries or sectors. The Capital Hubs provide capacity building opportunities and a network for the project to share learnings. Beyond this contribution, the Capitals Coalition provides technical input to the project team for example on measurement and valuation of natural capital (the Natural Capital Protocol), training programs and insights on the development of standards and bodies towards integrated assessments and disclosure.
94. The WBCSD has a Global Network¹⁰⁴ of more than 60 CEO-led business organizations worldwide. This network, encompassing some 5,000 companies, is united by a shared commitment to provide business leadership for sustainable development in their respective countries and regions. Several of BfN's national partners are part of the WBCSD Global Network, which will be a valuable platform to share learnings from the four countries. In addition, several of these national partners have well-established relationships with their

¹⁰³ [Capitals Hubs – Capitals Coalition](#)

¹⁰⁴ [Global Network](#)

governments and could prompt additional efforts to bring leading businesses into the shaping the implementation phase of the GBF. In addition, WBCSD develops tools with its member companies (by business, for business) that contribute to BfN's articulation and engagement with companies, for example the Nature Positive building blocks¹⁰⁵.

95. We Mean Business has experience on company engagement on the implementation of Nationally Determined Contributions (NDCs) to the Paris Agreement and can help cross-learning from the climate change space. They also were part of engaging SMEs on climate action through the SME Climate Hub¹⁰⁶.
96. WWF and Conservation International operate globally and have vast and influential outreach, including to governments. They work closely with many companies and could help share learnings from the four countries across their respective networks.

¹⁰⁵ [Nature Positive building blocks](#)

¹⁰⁶ [SME Climate Hub](#)

6) global environmental benefits (GEFTF) and/or adaptation benefits (LDCF/SCCF);

97. The proposed project will have multiple Global Environmental Benefits (GEB) related to project activities that align to the GEF Biodiversity, CCM and LD Focal Areas. In general, these GEB include the conservation and maintenance of terrestrial and marine biodiversity, the avoidance and reversal of degradation associated with landscapes under improved practices and restoration, an increase in ecosystem and livelihood resilience to climate change, reduction in GHG emission and in the use of harmful chemicals.
98. The most significant and direct GEB benefits that can be expected are to be brought about by the project's support for the development of business action plans for NBSAPs at national level, and by support to business to reduce their negative impact on nature. The project's planned engagement with the corporate sector to help advocate for more ambitious policy to reduce biodiversity loss and mitigate GHG emissions, both in the CBD Post-2020 Framework and other MEAs, is also expected to lead to strong GEBs. Less direct but still significant are the GEBs that are expected to be brought about via activities to strengthen company awareness on acting on biodiversity such as capacity building trainings, knowledge sharing events, case studies and a business action campaign that will be conducted, but also largely thanks to converging and simplifying existing guidance and material to help businesses become nature positive. It is expected that land degradation and climate change mitigation, specifically related to energy efficiency matters, will be identified as important issues for companies and hopefully considered for company strategies to transform business operations towards nature and climate positivity.
99. The indicator through which these GEB will be captured is Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment. These beneficiaries include people from all stakeholder groups that will take part in the project activities (e.g., meetings, workshops, consultations) and who will in part receive benefits in terms of training in the form of capacity building workshops, technical webinars, and knowledge sharing events. Over the full project lifetime (i.e., two years) 7,306 people are expected to directly benefit from the GEF investment (see Annex O). In year one, the target for the total of direct beneficiaries is 3,653 persons per year. Each project workshop and activity will aim for gender parity (50% of direct beneficiaries are women).
100. Moving towards GEF-8, private sector engagement is key to achieve the global environmental benefits and the transformational change that our planet needs and the GEF is aiming for. This project's work with the corporate sector is a key building block towards this engagement and focuses on business action that will reduce negative impacts and reverse nature and biodiversity loss in this decade. As a multistakeholder platform, BfN will support the GEF efforts to advance the engagement and impact needed from the business sector. It facilitates business to collaborate as a precursor for future engagements, as well as scaling up actions in specific countries and globally. Moreover, private sector engagement through this project will be critical to adapting policies and business practices necessary to achieve the innovation and transformational change towards a nature positive world. While the project is limited to 24 months of implementation, it will continue to make contributions beyond that timeframe to generating multiple GEBs across Rio Conventions, Chemicals and Waste Conventions, and International Waters, including among others: restoring ecosystems services; reducing land degradation; reducing GHG emissions; and conservation of species and genetic divers at a global scale.

7) innovativeness, sustainability and potential for scaling up.

101. **Innovativeness.** The proposed project is innovative in many ways. First and foremost, Business for Nature is the only global, multistakeholder coalition that brings together business and conservation organizations and forward-thinking companies to address business impacts on nature. BfN is the key leading voice of business feeding into the Convention on Biological Diversity's Post-2020 Framework, due to be agreed at the 15th Conference of Parties (COP15), engaging directly with governments at a high-level as well as the technical negotiations, and inputting into the international processes through direct engagement with national delegations. While Parties are responsible for the implementation of the Post-2020 Framework, its objectives cannot be achieved without the meaningful and constructive contribution of businesses. Business engagement is therefore essential for the implementation of new goals and targets and ultimately to achieve the CBD 2050 vision of "Living in Harmony with Nature".
102. As a global coalition, BfN strives to achieve an ambitious future global nature policy and continuously raise the bar on business commitments, actions and advocacy, while ensuring its views are grounded in real business, e.g. through its Strategic Advisory Group that acts as a business sounding board, and through broader business consultation on its positions. As a credible leading business voice, BfN aggregates existing evidence to demonstrate business momentum and leadership in order to provide a credible voice to policymakers. Political leaders need to hear that nature is essential for economies and business.
103. **Sustainability.** Changes in the international policy landscape in the run-up to and after CBD, Rio+30 and Stockholm+50 in 2022, and beyond means that BfN must remain flexible and responsive with its policy and advocacy priorities, and be ready to provide credible leading business asks and messages. BfN is committed to nimbly seizing opportunities and creating them and recognizes that business engagement and momentum building are a continuous process. Central to the sustainability of this initiative is building strong relationships with different partners. BfN's partners ([see list](#)) include international actors such as the World Economic Forum, WBCSD, ICC, WWF, IUCN, SBTN, GEF, Capitals Coalition, and OP2B, as well as national, regional and sector organizations such as the Confederation of Indian Industry (CII) and the CEBDS and OP2B. BfN also works with a diverse group of businesses from all sectors, sizes and geographies, and a [Strategic Advisory Group](#) whose members act as ambassadors for the Coalition and ensure that BfN's work is grounded in real business. The long-term sustainability of the project activities will be sustained in a number of ways. At national level, for instance, the capacitation of platforms for coordinating between business and government, will continue to support dialogues and further policy contributions from business for nature. In addition, by identifying business champions, the project will ensure that these individuals have increased capacity to work as agents of change in the future, and continue to advocate for nature-positive policy at global level, without the need for additional financial support.
104. **Potential for scaling up.** As we reach the CBD Post-2020 Framework, there is a significant opportunity to increase efforts around scaling and speeding up business action and implementation in addition to the core advocacy activities. Through the project, the BfN coalition will continue to demonstrate and amplify a credible business voice on nature calling for governments to adopt policies to reverse nature loss in this decade and encourage companies to commit and act in an integrated way on nature, climate, and inequality. Through influencing business action and advocacy, the project will support scaling up and increased awareness and activities by sharing standards and practices to other commodity value chains, to similar and other geographies, through engagements in other multi-stakeholder fora, and with other national level sustainable business organizations outside the scope of this project. Moreover, it is estimated that scaling up will continue to take place beyond project termination, amongst others, via the dissemination of project learnings, best practices, and knowledge products by engaged private sector actors. As it is anticipated that many of the companies engaged operate around the world, it is a reasonable assumption that they will disseminate and apply their learnings from one context to others and thus expand the reach of the project's knowledge products and activities.
105. This project will allow BfN to scale up its activities, and further extend its network of key partners around the world. It will further establish BfN as the go-to platform for business action for nature. BfN's approach, building on strong collaboration with corporate leaders and champions for nature, will serve to scale up

business action and raise ambition for nature. A strong focus on communication and advocacy will be key to drive transformational change. Dissemination at key levels of knowledge products generated by the project, such as case studies of good practice and lessons learnt at national level and a one-stop webpage for converged, simplified, and business adapted knowledge products and capacity building material, will further support widespread adoption by business of practices necessary to attain a nature positive world. The work BfN is doing with the corporate sector is a key building block towards this engagement and focuses on business action that will reduce negative impacts and reverse nature and biodiversity loss in this decade.

106. Finally, the model piloted by the project at national level under Component 2 will be carefully recorded, and successes and challenges disseminated widely to promote replication to other countries.

1b. Project Map and Geo-Coordinates.

Please provide geo-referenced information and map where the project interventions will take place.

107. A project map is presented in Annex C.

2. Stakeholders.

108. Stakeholder engagement during **project preparation** phase included exchanges with national governments and consultations with businesses, NGOs and other actors. The conversations with governments of the four selected countries were conducted. In summary, these criteria concern the impact potential (economy size, biodiversity in country, sectors covered by NBSAPs etc.) and feasibility (government willingness, partners in country, date of NBSAP etc.). Based on these criteria, discussions took place such as with representatives of the government of Colombia who reacted positively to the potential national dialogues and were open for further explorations. As the result of this process, Colombia, South Africa, Malaysia, and India were selected as countries to engage with in the proposed project. Consultations with companies, NGOs and other actors took place via workshops, bilateral meetings and also during events at the UNFCCC COP26. A total of 51 individuals, of which 23 male and 28 female, from companies such as Nestlé and Ikea, from NGOs such as Birdlife International, or from banks like BNP Paribas, have been consulted about their interest in collaborating on the proposed project. The large majority of them supported the project's strategic components and showed willingness to collaborate in the future. This list of stakeholders will provide a fertile starting ground for selecting companies to engage with during project implementation. The criteria according to which the latter will be selected can be found in Annex P.

109. As detailed in the SEP, throughout **project execution**, stakeholders will be actively engaged, with the timing and means of engagement varying by stakeholder type. The stakeholders include (i) the project steering committee, (ii) the GEF Operational Focal Points for the four selected countries, (iii) the Ministries of Environment of the four selected countries, (iv) their National delegations to CBD, and to other MEAs, (v) National authorities in charge of NBSAP development, (vi) the BfN Strategic Advisory Group, (vii) BfN Partner Organizations (60+), (viii) the participating companies, (ix) national level business advisory groups, (x) local businesses carrying out/interested in nature-positive activities (MSMEs), (xi) CSOs/NGOs, (xii) indigenous peoples, and (xiii) academia. These stakeholders will be engaged via different events and workshops or other project activities. A significant share of the engagement efforts will involve the participating companies, on global and national level, as well as in the context of awareness raising on tools and methods to become nature and climate positive. On the national level, the Ministries of Environment of the four countries, as well as BfN partner organizations will play a key role across multiple engagement activities. On the global level, the countries' national delegations to the CBD and other MEAs will be of high importance for successful stakeholder engagement. A detailed table summarizing how, when and where stakeholders will be engaged during project implementation can be found in the Stakeholder Engagement Plan in Annex I.

Select what role civil society will play in the project:

☒ Consulted only;

- ☐ Member of Advisory Body; contractor;
- ☐ Co-financier;
- ☐ Member of project steering committee or equivalent decision-making body;
- ☐ Executor or co-executor;
- ☐ Other (Please explain)

3. Gender Equality and Women's Empowerment.

Provide the gender analysis or equivalent socio-economic assessment.

110. A gender analysis was conducted, which identified a number of key issues, centered around low representation of women in leadership positions in the corporate world. The 2020 World Economic Forum Global Gender Gap Report¹⁰⁷ 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.
111. 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 areas¹⁰⁸. Similarly, as women in leadership roles increase in firms, the relationship strengthens between export intensity and green innovations¹⁰⁹. 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 growth¹¹⁰, key features required for businesses to undertake a nature positive journey.
112. Women have long been portrayed as essentialist victims when it comes to multiple international agreements, 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 equality¹¹¹. 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 making.¹¹²
113. The Gender Mainstreaming Plan for this project is available in Annex I, and presents the actions/strategies the project will put in place to address the issues identified in the gender analysis, including giving a platform to women business leaders to act as role models, as well as how the project can contribute messaging to frame

¹⁰⁷ [WEF GGGR 2020.pdf \(weforum.org\)](#)

¹⁰⁸ Cook, A. and Glass, C., 2018. Women on corporate boards: Do they advance corporate social responsibility?. *Human relations*, 71(7), pp.897-924.

¹⁰⁹ 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.

¹¹⁰ 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.

¹¹¹ 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.

¹¹² 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*.

women as agents of change, rather than essentialist victims, in international agreements. 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.

Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women's empowerment? (yes ☒ /no ☐) If yes, please upload gender action plan or equivalent here.

If possible, indicate in which results area(s) the project is expected to contribute to gender equality:

- ☐ closing gender gaps in access to and control over natural resources;
- ☒ improving women's participation and decision making; and or
- ☐ generating socio-economic benefits or services for women.

Does the project's results framework or logical framework include gender-sensitive indicators? (yes ☒ /no ☐)

4. Private Sector Engagement. Elaborate on the private sector's engagement in the project, if any.

114. Given the project objective to contribute to reversing biodiversity loss through business engagement in driving policy ambition and reducing negative corporate impact, private sector engagement is at the heart of the proposed project. Stakeholders from companies, banks and other structures have already been engaged in the project preparation phase, as described in the Stakeholder Engagement Plan (Annex I). These conversations had the aim of gauging support for the project's strategic components and interest in future collaboration. The list of consulted companies will also provide a fertile starting ground for the selection of companies to engage closer during project implementation. A detailed list of criteria according to which the latter will be selected can be found in Annex P.

115. The importance of private sector engagement during project implementation reflects in all project components and activities:

116. Component 1 will engage businesses in advocacy by supporting them to develop policy suggestions for key MEAs, and for CBD processes on global and national level. The corporate actors will then be engaged in bilateral meetings with CBD national delegations and supported to get involved in key political nature-related international conferences. Particular attention will be paid to ensure engagement at the highest level, e.g., through CEOs of leading companies.

117. Component 2 will build corporate capacity to act by supporting four national-level business advisory groups to guide governments in implementing business-related targets of the GBF (Output 2.1.1) and by jointly developing business biodiversity action plans as part of the NBSAPs between governments and national business advisory groups to support the implementation of the business-related targets of the CBD GBF in key geographies (Output 2.1.2).

118. Although the list of companies for engagement has not been finalized yet. Annex P lays out detailed selection criteria according to which this choice will be made. In this sense, attention will be paid to whether the company (i) signed up to the "Nature is everyone's business" Call to Action, (ii) made a science-based and time-bound commitment to reverse nature loss in some way, (iii) acted to reverse nature loss in some way, and (iv) is seen as a meaningful and credible voice, consistent with BfN messaging and presenting in good faith, amongst other criteria.

119. Component 3 will share knowledge with businesses to scale up action by developing and implementing a business knowledge management and communication strategy to strengthen BfN as a platform for business action (Output 3.1.1), including the enhancement of accessibility of existing content for businesses on nature

and the dissemination of key knowledge products. Moreover, a global business “kick-starting action” campaign to enhance business engagement in climate and nature will be developed and executed (Output 3.1.2). Finally, the project will undertake four national case studies of actions taken by leading companies in support of the implementation of the GBF and disseminate best practices for replication at scale (Output 3.1.3).

120. The project will engage a diverse set of companies from all sectors, geographies and sizes including MSMEs that significantly contribute to environmental degradation. While larger companies are particularly influential due to their broad values chains, resources and media outreach, MSMEs also need to be considered to achieve a nature-positive economy. The different ways in which these companies will be engaged are laid out in detail in the three project components including support in drafting policy suggestions, internal capacity building and knowledge sharing as a means to scale up action across a wide audience of businesses including those that have not been directly involved in the project activities. Apart from engagement in the project activities, the participating companies are also anticipated to build and deepen relationships amongst themselves and exchange experiences and best practices. It is expected that awareness raising and capacity building efforts undertaken with CEO leadership of global corporations translates into actions on the ground by MSMEs and smallholders given that most of the major corporations’ suppliers are MSMEs, which represent approximately 90% of businesses worldwide¹¹³. The project’s approach is to focus on “trigger” actors that are estimated to have the biggest positive ripple-effect in the economy. As Jason Clay¹¹⁴ from WWF has stated: if we could convince just 100 key companies to go sustainable, global markets will shift to protect the planet our consumption has already outgrown. Therefore, this project aims to shift the economy by driving the agenda through big corporate voices, while ensuring that MSMEs and smallholders are also part of the just transition and equipped with the support, resources and capacity building needed to contribute actively.

121. As private sector engagement is systematically integrated throughout all elements of project design, please refer to Section 3) for a detailed description of how businesses will be engaged to achieve the project objective, and Annex P for selection criteria for businesses to engage with.

5. Risks.

TABLE 4 RISKS TO THE PROJECT OBJECTIVE DURING IMPLEMENTATION

Risks	Rating ¹¹⁵	Risk Mitigation Measures
Shifting national priorities away from nature positive pathways	S	The project team will follow closely potential changes in governments and national priorities to readily design and implement risk management strategies, as needed. Moreover, the project strategy will focus a) business advocacy towards national governments and their delegations to MEAs, and b) on building the right platforms for dialogues on business and nature, with the aim of influencing national priorities towards being increasingly nature positive. The KM products will serve to support the evidence base for increased ambition as well and help alleviate concerns regarding cost-benefits.
The national level Business Advisory Groups created or supported by the project are diverted from their purpose, fail to build a fruitful relationship to government or lack the right people in the discussions and	M	BfN will work closely with the countries to carefully define the ToRs of the Business Advisory Groups, and leverage its network of national leaders in the area of nature-positive business practices. Moreover, trainings will be designed and available in various formats to help ensure understanding and increase ambition.

¹¹³ World Bank, 2022. *Small and Medium Enterprises (SMEs) Finance*. Accessed in March 2022.

¹¹⁴ Ted Global, 2010. *How big brands can help save biodiversity*. Accessed in March 2022.

¹¹⁵ High (H), Substantial (S), Modest(M) Low (L)

therefore yield low ambition targets for business in NBSAPs		
Lack of business interest in nature post-COVID as focus remains on financial recovery from the pandemic.	S	The project will focus on engaging with champions in the field, who will be drivers of change and help scale up buy-in at national and international levels. Companies themselves may not need to invest resources directly towards engaging in their nature-positive journey, and will have opportunity to budget for any required changes in practices required of their raised ambitions. The project will also advocate and communicate actively to demonstrate the economic benefit of adopting sustainability practices in post-Covid recovery, and generate new country-specific case studies on the matter.
Lack of business engagement at global and national level	M	The project has a diverse portfolio of engagement activities scheduled throughout its lifetime providing a variety of methods and points in time that can be adjusted to company agendas, needs and concerns. The opportunity to directly engage with governments e.g., via the regular roundtables, workshops, co-development of high-level nature-related policy suggestions and messaging going into CBD processes, and other MEAs, as well as technical webinars and capacity building offers are expected to be sufficiently attractive to ensure continued business engagement.
COVID-19	L	The project is ready to work remotely and host online engagement events, as BfN has done over the past year. It will remain highly flexible to exploit opportunities as they arise, and will carefully consider this risk in the development of its Knowledge Management and Communication Strategy. The most significant risk due to COVID-19 is the postponement of key policy events, including CBD COP15 itself.
Climate change	L	The direct risk to implementation for this project is low, as it focuses primarily on advocacy work. However, the risks posed by climate change for business activity could reduce their bandwidth to engage in other environmental agendas.
Time constraints and poor timing of project with MEA processes	M	BfN strives to remain highly flexible and responsive to emerging challenges and opportunities in this rapidly changing global arena. It will develop clear workplans and regularly monitor progress, and will stand ready to implement adaptive management mitigation strategies as required.
Country capacity and interest to work with the private sector in the implementation of the CBD Post-2020 Global Biodiversity Framework	M	The diverse engagement activities foreseen under the project components and in particular Component 2 are expected to attract interest from government counterparts given the plentitude of related benefits including: (i) opportunities to directly coordinate with important driving forces of the country's economy and thereby ensure common efforts and alignment to implement the CBD Pots-2020 Global Biodiversity

		Framework, and (ii) benefiting from corporate knowledge and experience and potential innovative approaches to achieve nature-positivity. Nevertheless, should countries be reluctant to engage with the private sector on implementation, the project team will mitigate this risk by facilitating the establishment of collaboration through meetings and negotiations.
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6. Institutional Arrangement and Coordination.

122. Implementing Agency: Conservation International GEF Project Agency (CI-GEF) will be the implementing agency for the proposed project. CI-GEF will support the project implementation by maintaining oversight of all technical and financial management aspects, which includes oversight of project execution to ensure that the project is being carried out in accordance with GEF standards and requirements. CI-GEF will monitor the project's implementation and achievement of project objectives, outcomes, and outputs, ensure proper use of GEF funds, and review/approve procurement plans, budgets, and workplans. CI-GEF will approve quarterly technical and financial reports as well as the annual Project Implementation Reports (PIRs) prior to GEF submission. It may provide other assistance upon request of the Executing Agency. Finally, CI-GEF will make recommendations to optimize project performance and will arbitrate and ensure resolution of any execution conflicts.

123. Executing Agency: The project will be executed by Business for Nature, which is legally hosted at the World Business Council for Sustainable Development, WBCSD¹¹⁶. It will be responsible for:

- overall execution and management of all project components;
- ensuring that all project outcomes and outputs are achieved;
- monitoring and evaluation of project interventions;
- ensuring that environmental and social safeguards are adhered to; and
- effective and efficient use of GEF resources.

124. BfN will be responsible for executing the project, including managing the various project related activities directly, managing sub-contracts, project staffing, and use of project funds. BfN will provide financial reports to CI-GEF on the project budgets. BfN will report technically to CI-GEF, and will elaborate the quarterly progress reports, the annual Project Implementation Report (PIR), and the Final Project Report. Service Agreements will be established in each country with partners under Component 2 to execute those activities, and will be supervised by PMU staff. BfN will lead the engagement with the companies and also with countries for Component 2 in coordination with national partners.

125. A **Project Steering Committee (PSC)** will be established and will comprise the BfN Coordination Group Members, the Project Manager, and CI-GEF (as observer). The Coordination Group (CG) serves as the decision-making body for BfN, and is made up of 11 partners: World Economic Forum, WBCSD, ICC, We Mean Business, Capitals Coalition, WWF, IUCN, The Nature Conservancy, CISL, Confederation of Indian Industry and EpE – Entreprises pour l'environnement. It has overall accountability and decision-making for BfN. Its role is to provide strategic guidance, approve final coalition deliverables and agree on the companies to be invited to the BfN Strategic Advisory Group. As such, the BfN Coordination Group is well placed to act

¹¹⁶ From 1 April to 30 June 2022, BfN is transitioning from being legally hosted at WBCSD to Rockefeller Philanthropy Advisors (RPA). At the time of submitting the proposal and the follow-up exchanges, BfN is still with WBCSD however the legal arrangement and implementation will be directly with RPA, who will become the EA.

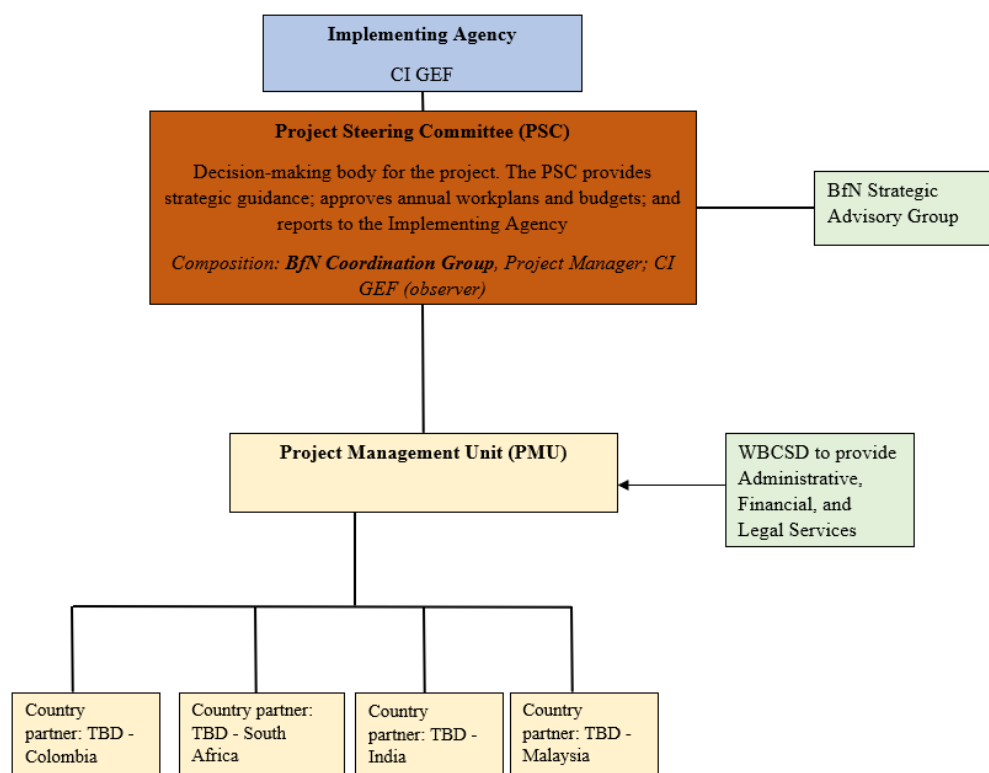
as the PSC, as its role overlaps closely with the responsibilities of the PSC (see below). PSC meetings will take place in one of the BfN Coordination Group meetings, once every three months.

126. These PSC arrangements will be confirmed at project start. BfN will organize and facilitate the PSC meetings; and the project manager will sit on the PSC without voting rights. The PSC will meet annually and will be responsible for providing input to project planning, approving annual work plans and budgets, reviewing and approving any key project outputs and deliverables, and providing efforts to facilitate successful project execution, as appropriate.
127. BfN staff will play a core role in project execution by serving in the **Project Management Unit (PMU)** that will be established. The PMU will be responsible for overall project management, supervising consultants, ensuring project success, and liaising with and reporting to the Executing Agency, which in turn will report to the CI-GEF Project Agency. The Project Manager will coordinate directly with CI-GEF, but will report to the EA. The PMU will be supported by the BfN host (WBCSD), who will provide administrative, financial, and legal services as required. CI-GEF has conducted an initial assessment of WBCSD to ensure administrative and financial capacity to manage the project in accordance with the GEF Minimum Fiduciary Standards.
128. The PMU will be led by a Project Manager. A Project Strategist, whose role is to ensure effective governance and engagement via the Coordination Group and Strategic Advisory Group, and present BfN messages and opportunities. The Advocacy Technical Specialist, the Communications Specialist, and the Business Engagement Officer will be supporting the PMU.
129. The implementation of activities under Component 2 of the project in Colombia, South Africa, India, and Malaysia will be supported by national level partners (to be identified the first three months of the project implementation), under service agreements. The PMU will develop ToRs, oversee these agreements, and conduct in-country missions to supervise implementation.
130. The BfN Strategic Advisory Group of leading companies will be regularly consulted throughout the project. The group acts as a business sounding board, and provides advice, tests messaging, and promotes BfN. Each member acts as an ambassador and business spokesperson. See the Strategic Advisory Group members [here](#). It meets 4-5 times a year.
131. The Partners act as BfN ambassadors, to encourage engagement and outreach; as well as to participate, provide inputs and to promote the work of the coalition, e.g. share policy consultations, communications materials & invitations to webinars and events through their channels. See partners [here](#). The partners meet every 1-2 months.
132. The Project Manager, working closely with national partners, will ensure that the GEF Operational Focal Points (OFPs) for Colombia, South Africa, India, and Malaysia are properly engaged in the project and that they participate in the inception workshop, thus ensuring country ownership of and engagement with the project, and regular communication with them during the project. They will also ensure engagement of key partners in the project to ensure synergies.

Project Execution Organizational Chart

133. The Project structure depicting roles and responsibilities is presented in the diagram below.

FIGURE 1 PROJECT GOVERNANCE ARRANGEMENTS



134. The proposed project is designed to build upon and align with on-going initiatives. The key GEF projects relevant to this project, and with whom close coordination will take place to share lessons learnt, scale up interventions, and avoid duplication of efforts, are described below:

TABLE 5: ONGOING GEF PROJECTS

GEF ID	Project	Description	Timeline	Budget	Coordination
10755	Establishing the Taskforce on Nature-related Financial Disclosures (TNFD) Global Environment	Established in June 2021 by a coalition of partners including Global Canopy, UNDP, UNEP Finance Initiative and WWF, this global initiative aims to give financial institutions and companies a better understanding of their	2021 - 2024	6,061,687 USD	The project will leverage the knowledge products developed through TNFD and promote them/develop or use training

	Facility (thegef.org)	environmental risks to incorporate them into their decision-making processes.			materials, as relevant, to the target companies. Coordination is necessary to avoid a duplication of efforts.
10658	Transforming the Fashion Sector to Drive Positive Outcomes for Biodiversity, Climate, and Oceans Global Environment Facility (thegef.org)	The effort will develop and share best practices designed to clean supply chains, improve agricultural practices, decrease deforestation, and support livelihoods. The sustainability guidance will provide a roadmap for The Fashion Pact's signatory companies and brands to help ensure they drive positive environmental change that will benefit both nature and communities. CI is the GEF Implementing Agency for this project.	2021-2022	6,840,893 USD	The project will leverage knowledge products and disseminate them, as relevant, through its communication strategy.
10309	Staying within Sustainable Limits: Advancing leadership of the private sector and cities Global Environment Facility (thegef.org)	The objective is to demonstrate a path for companies and cities to adopt robust science-based targets to sustain Earth's biodiversity and land systems, and influence all of society to safeguard our global commons. The project consists of three key and overlapping elements: i) An Earth Commission, consisting of world-leading scientists, will synthesize current science to define boundary conditions for a stable and resilient Earth system to support and guide the establishment of science-based targets. ; ii) A Science-Based Targets Network will coordinate the translation of global science into entity-specific targets for uptake by specific companies and cities. The development of	2020-2023	6,239,517 USD	The project will promote/help disseminate SBTN methodologies set to be released in 2022 through its communication strategy. Coordination will take place to leverage those products and avoid a duplication of efforts.

		these entity-specific targets will be undertaken by issue hubs that focus on target development for climate, biodiversity, land, oceans, freshwater, and cities. This project will focus on the development and early identification of these targets; and iii) A Global Commons Alliance mobilization effort (Earth HQ) will promote the further adoption of these targets by other sectors and cities, such that a critical mass of effort becomes focused on actions that will ensure the sustainability of Earth systems. CI is the IA for this project.			
9542	Integration of Natural Capital Accounting in Public and Private Sector Policy and Decision-making for Sustainable Landscapes Global Environment Facility (thegef.org)	The project objective is to alleviate threats to biodiversity and ecosystem services in critical production landscapes in Thailand by integrating values of forests and other Natural Capital (NC) into policies and operations of key economic sectors. Amongst others, the project will make three national economic sectors aware of their impact and dependency on NC, and enable them to integrate NCA in policies, plans and budgets, and will increase national/provincial budgets and institutional capacity benefitting biodiversity conservation and ecosystem services in support of NC-dependent sectors. Furthermore, it will enhance incorporation of the value of NC including biodiversity, in provincial government plans and corporate decision making, leading to increased investments in NC.	2019-24	8,200,000.00 USD	The project will seek to learn from this project, and replicate good practices, in particular on the implementation of Component 2 at national level.

7. Consistency with National Priorities.

135. The project strategy and proposed outputs are consistent with national development priorities of the four selected countries and have close substantive and institutional links and complementarities with the primary national and international development strategies and plans, including the following listed in the upcoming sections. In particular, it supports National Biodiversity Strategy and Action Plans (NBSAPs) under the CBD, Nationally Determined Contributions (NDC) to the Paris Agreement, and Land Degradation Neutrality (LDN) Targets under the UNCCD.
136. South Africa's National Biodiversity Strategy and Action Plan (NBSAP) under the CBD. The country's second NBSAP (2015-2025) includes six strategic objectives (SOs) for biodiversity management in South Africa. This project will make significant contribution to the following SOs, through its activities focused on business advocacy for nature positive policy at global (e.g. CBD, UNGA, UNFCCC, Rio+30) and national level, by strengthening coordination between companies and governments, as well as through strengthening business knowledge on acting on biodiversity: SO3: Biodiversity considerations are mainstreamed into policies, strategies and practices of a range of sectors; SO6: Effective knowledge foundations, including indigenous knowledge and citizen science, support the management, conservation and sustainable use of biodiversity; SO1: Management of biodiversity assets and their contribution to the economy, rural development, job creation and social wellbeing is enhanced.
137. South Africa's Nationally Determined Contribution (NDC) under the UNFCCC. The proposed project is consistent with South Africa's first NDC (updated in September 2021) which is guided by the National Climate Change Adaptation Strategy (NCCAS). The NDC outlines the intended adaptation contributions for e.g., the biodiversity and ecosystems, energy and forestry sectors, in which the project will contribute to areas such as strengthening business knowledge and awareness and strengthening coordination and engagement between companies and governments to support the implementation of business-related elements of the NCCAS sector adaptation measures. South Africa further significantly increased its mitigation ambition from its first NDC submitted in 2015. The upper end of the target range in 2025 has been reduced by 17%, and the upper end of the target range in 2030 has been reduced by 32%, and the lower range by 12%. Meeting these targets will require South Africa to implement a range of policies and measures, including enhanced energy efficiency programs. The project will facilitate meeting these targets through its measures to support companies in understanding how they can reduce their impacts on climate and biodiversity e.g., via improved energy efficiency.
138. South Africa's Land Degradation Neutrality (LDN) Target under the UNCCD. The project will contribute indirectly to South Africa's LDN national scale target "LDN is achieved by 2030 as compared to 2015 and an additional 5% of the national territory has improved (net gain)." and their specific targets to avoid, minimize and reverse land degradation through sustainable management of amongst others, forests, thickets, and grasslands. This will be achieved through project activities, mostly under Component 3, which strive to provide companies with the knowledge and tools to understand how they drive land use change and to identify ways to reduce their impact.
139. India's National Biodiversity Action Plan (NBAP) under the CBD. Of India's 12 National Biodiversity Targets (NBTs) listed in the country's 2019 NBAP, the proposed project contributes mostly towards NBT1 "Knowledge and awareness of conservation", NBT3 "Reduce rate of degradation and loss of natural habitats to reach sustainable action by 2020", NBT10 "Ensure participation". Through its advocacy activities in the context of the CBD and other MEAs, on international and national level, the project ensures business participation in nature policy making (NBT10). This is expected to support the reduction of the rate of degradation of nature and loss of habitats (NBT3) as businesses, mostly via advisory groups, will be assisted to recommend policy suggestions that can enable nature-positive business transformations that reduce pressure on ecosystems and habitats. Finally, NBT1 is significantly aligned to activities around the provision of different accessible and relevant knowledge products assisting companies in taking steps towards nature-positivity.

140. The proposed project is consistent with India's NDC which identifies energy efficiency in industries as a key mitigation strategy. Infrastructure sectors, such as electricity, coal and cement have seen a growth rate of 4.5% in the year 2013-14. Against this background, policies to enable industries to reduce their energy consumption play a critical role as an instrument for sustainable environment. The proposed project will facilitate reaching energy efficiency goals in industries such as electricity, coal and cement through its capacity building trainings and other knowledge products to accompany companies in understanding how they can reduce their energy consumption, amongst other measures to reduce environmental impacts and become nature and climate positive.
141. Malaysia's National Biodiversity Strategy and Action Plan (NBSAP) under the CBD. The country's NBSAP (2016-2025) includes five goals for biodiversity management in Malaysia. This project will primarily contribute to three of these. The project is aligned to "Goal 1: We have empowered and harnessed the commitment of all stakeholders to conserve biodiversity", due to activities throughout all three project components which allow businesses to engage with policy makers to achieve an enabling environment for nature-positive business transformations, and which enable them, through simplification and provision of guidance and knowledge products, to understand how they impact biodiversity and how they can become nature-positive. As a result, work towards "Goal 2: We have significantly reduced the direct and indirect pressures on biodiversity", is also facilitated as governments and businesses are supported in the process of identifying and addressing direct and indirect pressures from businesses on nature. Finally, "Goal 5: We have improved the capacity, knowledge and skills of all stakeholders to conserve biodiversity" is strongly aligned to the project's activities proposed under Component 3, including the set up and promotion of a one-stop webpage for converged, simplified and business adapted knowledge products and capacity building material, virtual knowledge sharing and exchange events presenting the steps companies can and must take to reverse nature loss, including case studies of best practices.
142. Malaysia's Nationally Determined Contribution (NDC) under the UNFCCC. The proposed project is consistent with Malaysia's updated first NDC which outlines measures to be carried out to implement climate change adaptation in the management of water resources and security, coastal resources, agriculture and food supply, urban and infrastructure resilience, public health, forestry and biodiversity and key adaptation cross sectoral areas. Malaysia further increased its mitigation ambition by 10% compared to its first NDC submission. The country intends to reduce its economy-wide carbon intensity (against GDP) of 45% in 2030 compared to 2005 level. Meeting this target will require Malaysia to implement a range of policies and measures, including around energy efficiency. The project will facilitate mitigation in sectors such as energy through its measures to support companies in understanding how they can reduce their impacts on climate and biodiversity e.g., via improved energy efficiency.
143. Colombia's National Biodiversity Strategy and Action Plan (NBSAP) under the CBD. Colombia's third NBSAP (2016-2030) contains six thematic axes for biodiversity preservation, of which three are well aligned to the project. In particular, activities related to business advocacy for nature positive policy such as bilateral meetings between governments and companies and above all the co-development between BfN partners and businesses of high-level nature-related policy suggestions and messaging going into key political moments, will give momentum to thematic axis 2 "Promote greater use of taxes and fees in relation to the environment, gradually eliminating subsidies and tax exemptions that are harmful for biodiversity in all sectors. Due to the project's private-sector nature, activities across all project components are further facilitating the achievement of thematic axis 3 "Incorporating biodiversity and ecosystem services as key aspects in the planning processes of the sectors (agriculture, livestock, mining, transportation and infrastructure, housing) and as a basis for land use planning.". The same applies to thematic axis 5 "Positioning biodiversity as a strategic element of the sustainable economic development of the country" which is highly synergetic to the project's objective of contribute to reversing biodiversity loss through business engagement in driving policy ambition and reducing negative corporate impact, towards a nature positive world by 2030.
144. Colombia's Nationally Determined Contribution (NDC) under the UNFCCC. The proposed project is consistent with Colombia's NDC which sets the economy-wide mitigation target of reducing its GHG emissions by 20% with respect to the projected Business-as-Usual Scenario (BAU) by 2030. Colombia further increased its mitigation ambition by 10% compared to its first NDC submission. The AFOLU sector (agriculture, forestry and other land uses), a key source of habitat degradation and loss due to biofuel

production, logging and other land competition, as laid out above, will need to contribute to this target. The project will facilitate mitigation in sectors such as AFOLU through its capacity building trainings and other knowledge products to accompany companies in understanding how they can reduce their impacts on climate and biodiversity.

145. Colombia's Land Degradation Neutrality (LDN) Target under the UNCCD. The project is aligned to Colombia's LDN subnational targets, including "By 2030, 22,000 ha of dry forests will be conserved", "By 2030 some 3,200 ha of dry forest will be restored in the Guajira region." Etc. Contributions to these targets will be achieved through project activities, primarily under Component 3, which strive to provide companies with the knowledge and tools to understand how they drive land use change and to identify ways to reduce their impact.

8. Knowledge Management. Elaborate the "Knowledge Management Approach" for the project, including a budget, key deliverables and a timeline, and explain how it will contribute to the project's overall impact.

146. Knowledge Management is central to this project and will be a cross-cutting theme addressed through all Components.
147. As a first step, the project's knowledge management and communication strategy will be developed under Output 3.1.1 and will be central to the execution of the project. It will be aligned with the GEF Knowledge Management Guidelines¹¹⁷, and knowledge generation and management will be systematically integrated across the project. A comprehensive and coherent knowledge management strategy is essential to ensure project sustainability and complementarity with other initiatives (as illustrated above).
148. The KM strategy will serve as a guide throughout project implementation. Knowledge products generated under Component 3 will feed directly into activities of the other two components. For instance, training materials developed through the KM and communication strategy will be used in the capacity-building activities undertaken at national level under Component 2.
149. Moreover, the KM and communication strategy will inform *how* the Component 1 and 2 activities are undertaken, and *what* they focus on, based on an ongoing assessment of needs and opportunities to a) leverage knowledge generated through other initiatives (e.g. SBTN), and b) align with processes (national, international) related to nature-positivity where they could benefit from BfN knowledge products.
150. Gender will be mainstreamed across these KM products, and the communication strategy will take into account the differentiated needs of women. Moreover, the specific skills and capacities of women will be leveraged to ensure they can also be agents of change in decision-making processes, and will be actively engaged as champion communicators.
151. Due to the nature of this project, all outputs are relevant to knowledge management and communications. However, only the key deliverables related to KM under Outcome 3.1 are listed in Table 6 below, along with an expected timeline.
152. The co-financiers will play an important role in delivering and supporting key KM materials and messages. To name a few of their contributions to supporting KM: (i) the Capitals Coalition will provide a network for the project to share learnings and will further deliver KM input for the project team on measurement and valuation of natural capital, with the Natural Capital Protocol constituting a key resource; (ii) the WBCSD similarly provides both a platform for knowledge sharing through their Global Network, and KM input through the Nature Positive Building Blocks; (iii) We Mean Business will support KM primarily through transferring

¹¹⁷ See GEF Approach on Knowledge Management

https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.48.07.Rev_.01_KM_Approach_Paper.pdf

their insights on business engagement and NDCs from the climate space, to their equivalents in the nature space including the NBSAP; finally (iv) WWF and CI will be important KM partners as they rely on global operations and influential outreach, enabling knowledge sharing via significant networks.

TABLE 6: KNOWLEDGE MANAGEMENT OUTPUTS

Output	Expected timeline	Indicative budget
Component 3		
Output 3.1.1. Business knowledge management and communication strategy developed and implemented to strengthen BfN as a platform for business action..	PY1, first 6 months	USD 292,813
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).	PY1, months 8-12	

9. Monitoring and Evaluation.

153. Project monitoring and evaluation will be conducted in accordance with established Conservation International and GEF procedures by the project team and the CI-GEF Project Agency. The project's monitoring and evaluation (M&E) plan will be presented and finalized at the project inception workshop, including a review of indicators, means of verification, and the full definition of project staff M&E responsibilities.

Monitoring and Evaluation Roles and Responsibilities

154. BfN through the Project Steering Committee will be responsible for initiating and organizing key monitoring and evaluation tasks in a timely manner. This includes the project inception workshop and report, quarterly progress reporting, annual progress and implementation reporting, documentation of lessons learned, and support for and cooperation with the independent terminal evaluation exercise (coordination to be done through CI-GEF evaluation manager).
155. In addition, BfN is responsible for providing any and all required information and data necessary for timely and comprehensive project reporting, including results and financial data, as necessary and appropriate.
156. The Project Steering Committee plays a key strategic role for the project, with regular meetings to receive updates on project implementation progress and approve annual workplans. It also provides continuous ad-hoc oversight and feedback on project activities, responding to inquiries or requests for approval from the Project Management Unit or Executing Agency.
157. The CI-GEF Project Agency plays an overall assurance, backstopping, and oversight role with respect to monitoring and evaluation activities both technical and financial. The Agency ensures the project complies at all times with GEF policies and procedures.
158. The CI General Counsel's Office with the Grants and Contracts Unit is responsible for contracting and oversight of the planned independent external evaluation exercises at the endpoint of the project.

Monitoring and Evaluation Components and Activities

159. The Project M&E Plan includes the following components (see M&E Table for details):

1. Inception workshop

160. A project inception workshop will be held within the first three months of project start with the project stakeholders. An overarching objective of the inception workshop will be to assist the project team and Project Steering Committee in understanding and taking ownership of the project's objectives and outcomes. The inception workshop will be used to detail the roles, support services and complementary responsibilities of the CI-GEF Project Agency and the Executing Agency.

2. Inception workshop Report

161. The Executing Agency (BfN) will produce an inception report documenting all changes and decisions made during the inception workshop to the project planned activities, budget, results framework, and any other key aspects of the project. The inception report will be produced within one month of the inception workshop, as it will serve as a key input to the timely planning and execution of project start-up and activities.

3. **Project Results Monitoring Plan** (Objective, Outcomes, and Outputs)

162. A Project Results Monitoring Plan has been developed (see Annex M) and will be refined by the Project Executing Agency as necessary during project inception. This plan provides objective, outcome and output indicators, metrics to be collected for each indicator, methodology for data collection and analysis, baseline information, location of data gathering, frequency of data collection, responsible parties, and indicative resources needed to complete the plan.

163. In addition to the objective, outcome, and output indicators, the Project Results Monitoring Plan table includes all indicators identified in the **Safeguard Plans** prepared for the project, thus they will be consistently and timely monitored. The monitoring of these indicators throughout the life of the project will be used to assess if the project has successfully achieved its expected results.

4. **Baseline Establishment**

164. Where baseline data has not been collected during the Project Preparation phase, it will be collected and documented by the relevant project partners within the first six months of project implementation. Baseline data needs are detailed in the Project Results Monitoring Plan (Annex M).

5. **GEF-7 Core Indicators**

165. The relevant GEF Core Indicators will also be completed i) prior to project start-up, and ii) at the time of the terminal evaluation.

6. **Steering Committee Meetings**

166. Steering Committee meetings will be held quarterly, or as determined appropriate at the inception workshops. Meetings will include the review and approval of the project annual budget and work plans, discussions on implementation issues and the identification of solutions, and ways to increase coordination and communication between key project partners. Meeting notes and results will be documented and reported as part of the project reporting.

7. **CI-GEF Project Agency Field Supervision Missions**

167. The CI-GEF will meet with the project at least annually through either in-person or virtual visits as agreed in the project's Inception Report/Annual Work Plan to assess firsthand project progress. Oversight visits will most likely be conducted to coincide with the timing of Project Steering Committee meetings. Members of the Steering Committee may join any field visits. Reports will be prepared by the CI-GEF staff participating in the oversight mission and will be circulated to the project team and Steering Committee members within one month of the visit.

8. **Quarterly Progress Reporting**

168. The Executing Agency will submit quarterly progress reports and financial reports to the CI-GEF Project Agency, including a budget follow-up and requests for disbursement to cover expected quarterly expenditures.

9. **Annual Project Implementation Report (PIR)**

169. The Executing Agency will prepare an annual PIR to monitor progress made since project start and particularly for the reporting period (July 1st to June 30th). The PIR will summarize the annual project result and progress. A summary of the report will be shared with the Project Steering Committee.

10. Final Project Report

170. The Executing Agency will draft a final report at the end of the project.

11. Independent Terminal Evaluation

171. An independent Terminal Evaluation will take place within three months after programmatic activities completion and will be undertaken in accordance with CI and GEF guidance. The terminal evaluation will focus on the delivery of the project's results as initially planned. The Executing Agency will provide a formal management answer to the findings and recommendations of the terminal evaluation.

12. Lessons Learned and Knowledge Generation

172. Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. There will be a two-way flow of information between this project and other projects of a similar focus.

173. **Financial Statements Audit** Annual Financial reports submitted by the Executing Agency will be audited annually by external auditors appointed by the Executing Agency. Financial audits are included under PMC the budget.

174. The Terms of Reference for the evaluations will be drafted by the CI-GEF in accordance with GEF requirements. The procurement and contracting for the independent evaluations will be handled by CI's General Counsel's Office. The funding for the evaluations will come from the project budget, as indicated at project approval.

TABLE 7 SUMMARY OF M&E ACTIVITIES

Type of M&E	Reporting Frequency	Responsible Parties	Indicative Budget from GEF (USD)
a. Inception workshop	Within three months of signing the CI Grant Agreement for GEF Projects	· Project Team	7,532
		· Executing Agency	
		· CI-GEF PA	
b. Inception workshop Report	Within one month of inception workshop	· Project Team	3,224
		· CI-GEF PA	
c. Project Results Monitoring Plan (Objective, Outcomes and Outputs)	Annually (data on indicators will be gathered according to monitoring plan schedule shown on Appendix IV)	· Project Team	48,359
		· CI-GEF PA	
d. GEF Indicator Tracker	i) Project development phase; ii) prior to project mid-term evaluation; and iii) project completion	· Project Team	6,448
		· Executing Agency	
		· CI-GEF PA	

e. CI-GEF Project Agency Field Supervision Missions	Approximately annual visits	· CI-GEF PA	*Paid by Agency Fees
f. Annual Project Implementation Report (PIR)	Annually for the fiscal year ending June 30	· Project Team	Included in PMC
		· Executing Agency	
		· CI-GEF PA	
g. Project Completion Report	Upon project operational closure	· Project Team	Included in PMC under PIR
		· Executing Agency	
h. Independent External Mid-term Review	Approximate mid-point of project implementation period	· CI-GEF Evaluation Manager	NA
		· Project Team	
		· CI-GEF PA	
i. Independent External Terminal Evaluation	Evaluation field mission within three months prior to project completion.	· CI Evaluation Office	33,900
		· Project Team	
		· CI-GEF PA	
Summary M&E total			99,462

10. Benefits. Describe the socioeconomic benefits to be delivered by the project at the national and local levels, as appropriate. How do these benefits translate in supporting the achievement of global environment benefits (GEF Trust Fund) or adaptation benefits (LDCF/SCCF)?

175. This project will contribute indirectly to socioeconomic co-benefits at national level in the four key geographies South Africa, India, Colombia and Malaysia, including sustainable livelihoods and economic growth through the innovative, circular solutions delivered by partner businesses which support biodiversity conservation and preserves and restores ecosystem services, as they become increasingly aware of their impacts and dependencies on nature and move towards implementing business-related targets of the CBD Post-2020 GBF. The 7,306 people who are expected to benefit directly from project activities and knowledge products will be equipped with much needed skills to transform business practices and models for nature and climate positivity, increasing their chances for sustained employment. Not only will they benefit individually, but the beneficiaries will also spark continued change by applying acquired knowledge disseminated through the project in different corporate environments, stimulating climate and nature positive business change in a variety of regions and sectors.

176. The more knowledgeable a company's workforce and management about their operations and supply chains impacts on nature and dependencies on ecosystem services, the higher the chances that they take sufficient and timely action to address their contributions to biodiversity loss, land degradation and climate change. In this way, improved knowledge of the corporate workforce is expected to translate into achieving the global environment benefits of biodiversity conservation, reversing land use change and habitat fragmentation, and mitigating GHG emissions to curtail climate change. Next to stimulating change in the four countries, knowledge products are also expected to increase the awareness and understanding of corporate actors globally, who then in turn are better informed to take action on nature and climate. Moreover, the project's efforts to assist companies and governments to formulate an enabling policy environment that incentivizes sustainable business models, will contribute to sustaining ecosystem services on which human health depends. In other words, economic activities will shift to stay within planetary boundaries (leveraging on the Global Commons Alliance) and thus keeping health and wellbeing at the center of ambitions, in line with the healthy

people, healthy planet concept. Finally, the project interventions will also lead to women empowerment at multiple levels, through a focus on women leadership enhancement in the corporate sector.

PART IV: ANNEXES

Annex A: Project Results Framework

Project Title: Business Action and Advocacy for the Planet

Objective:	Towards a nature positive world by 2030 through businesses driving policy ambition and reducing negative corporate impact.
Indicator(s):	<p><u>Indicators</u></p> <p>a. Indicator A: Number of companies working towards driving policy ambition and reducing negative corporate impact</p> <p>Target: 50 Companies</p> <p>b. GEF Core Indicator 11 Number of direct project beneficiaries disaggregated by gender as co-benefit of GEF investment</p> <p>Target: 7,306 (at least 50% women)</p>

Expected Outcomes and Indicators	Project Baseline	End of Project Target	Expected Outputs and Indicators
Component 1: Business engagement and influence in international nature-related policy agreements			
<p>Outcome 1.1: Business advocates for nature positive policy at global (e.g. CBD, UNGA, UNFCCC, Rio+30) and national level in coherence with integrated goals of Rio conventions and SDGs</p> <p>Indicator 1.1: Number of statements and/or policy recommendations related to nature positive policy made by businesses</p>	<p>Outcome Indicator 1.1.1 Baseline: 0</p> <p>While momentum is building and hundreds of companies globally start to call for more ambitious policies (see e.g. BfN's "Nature is everyone's business" Call to Action, supported by over 1000 companies), they still represent the minority while the majority of businesses struggle to understand the value of nature and advocate for ambitious policies.</p>	<p>Outcome Indicator 1.1 Target: Ten (10) statements and/or policy recommendations related to nature positive policy made by businesses.</p>	<p>Output 1.1.1: Twenty (20) companies from different sectors and 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 1.1.1 Indicator: Number of companies supported to advocate for nature-positivity in key UN processes (e.g. UNGA, UNFCCC, Rio+30)</p> <p>Target: <i>At least 20 companies supported to advocate for nature-positive policies in key UN processes (e.g. UNGA, UNFCCC, Rio+30).</i></p>

supported by BfN at global and national levels			<p>Output 1.1.2: Twenty (20) companies from different sectors and geographies are supported to advocate for nature-positive policies in the CBD process at a global level through engagement with BfN</p> <p>Output 1.1.2 Indicator: Number of companies supported to advocate for nature-positivity in CBD process at a global level</p> <p>Target: <i>At least 20 companies supported to advocate for nature-positive policies in CBD process at a global level.</i></p> <p>Output 1.1.3: Ten (10) companies from different sectors and geographies are supported to advocate at a national level for nature-positive policies as part of the CBD Post-2020 GBF roll-out phase through engagement with BfN</p> <p>Output 1.1.3 Indicator: Number of companies supported to advocate at a national level for nature-positive policies as part of the CBD Post-2020 GBF roll-out phase</p> <p>Target: <i>At least 10 companies supported to advocate at a national level for nature-positive policies as part of the CBD Post-2020 GBF roll-out phase.</i></p>
Component 2: Business engagement to create a business/government dialogue in key geographies			
Outcome 2.1: Strengthened coordination and engagement between companies and governments in four (4) key geographies	Outcome 2.1 Baseline: To be defined within 6 months of start of project implementation.	Outcome Indicator 2.1 Target: <i>Increase of 2 in the capacity</i>	Output 2.1.1: Four (4) national-level business advisory groups receive support to guide governments in implementing business-related

<p>to support the implementation of the CBD Post-2020 Global Biodiversity Framework (GBF).</p> <p>Indicator 2.1:</p> <p>Degree to which the capacity of targeted governments is strengthened to coordinate and engage on issues related to business action for nature</p> <p><i>(measured with a capacity scoring methodology)</i></p>	<p>As a result of lack of coordination and engagement between policymakers and businesses on biodiversity and the NBSAP process in particular, policymakers are uncertain about business will and capacity for large-scale change and thus lack the capacity to make ambitious policy for nature. A Baseline Institutional Capacity Assessment will be conducted at the project inception stage to define the baseline level of capacity of targeted institutions (i.e. national government) to coordinate and engage on issues related to business action for nature, and in particular the NBSAP process. The project will develop a custom capacity assessment tool for monitoring and evaluation, which may be derived from similar questionnaire-based tools.</p>	<p><i>score of each national government institution (out of a maximum of 4: Low capacity = 1; Basic Capacity = 2; Moderate Capacity = 3; Strong Capacity = 4)</i></p>	<p>targets of the CBD Post-2020 GBF</p> <p>Output 2.1.1 Indicator: Number of national-level business advisory groups having received support to act as advocacy platform for nature positivity.</p> <p>Target: <i>At least 4 national-level business advisory groups have received support to act as advocacy platform for nature positivity.</i></p> <p>Output 2.1.2: 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 GBF in key geographies</p> <p>Indicator 2.1.2: Number of business biodiversity actions plans as part of NBSAPs developed</p> <p>Target: <i>4 biodiversity actions plans</i></p>
<p>Component 3: Business for Nature knowledge management and strategic communications</p>			
<p>Outcome 3.1: Strengthened business awareness and knowledge on why and how to act on nature & biodiversity</p> <p>Indicator 3.1:</p> <p>Level of shared language on nature</p>	<p>Outcome Indicator</p> <p>3.1.1 Baseline: To be defined within 6 months of start of project implementation.</p> <p>To rapidly build momentum for business action and advocacy for the planet, clear messages, guidance, and material are needed. Current information is often overwhelming and presented in ways that are not easily accessible with limited concrete</p>	<p>Outcome Indicator</p> <p>3.1.1 Target:</p> <p><i>Increase of 20% in level of shared language on nature among companies (Scale TBD)</i></p>	<p>Output 3.1.1: Business knowledge management and communication strategy developed and implemented to strengthen BfN as a platform for business action.</p> <p>Output 3.1.1 Indicator:</p> <p>Number of BfN business knowledge management and communication strategies developed and implemented.</p> <p>Target: <i>One (1) business knowledge management</i></p>

among companies ¹¹⁸ directly engaged by BfN	opportunities for companies to take action. This indicator will measure the extent to which business adheres to a shared language (i.e. the way in which business exchanges information, asks questions, and generally interacts with each other) on nature. For the baseline, a representative sample of business communication materials (e.g. websites, etc.) will be analyzed for a number of keywords related to nature positivity at project inception.	<p><i>and communication strategy developed and implemented.</i></p> <p>Output 3.1.2: A global business “kick-starting action” campaign to enhance business engagement in climate and nature developed and executed.</p> <p>Output 3.1.2 Indicator: Number of global business “kick-starting action” campaign to enhance business engagement in climate and nature developed and executed.</p> <p>Target: <i>One global business “kick-starting action” campaign to enhance business engagement in climate and nature developed and executed.</i></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>Output 3.1.3 Indicator: Number of national case studies.</p> <p>Target: <i>4 national case studies.</i></p>
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¹¹⁸ [Level of shared language among group members | Knowledge Management Indicator Library \(globalhealthknowledge.org\)](#); It is proposed to do a word search of websites of a representative sample of businesses accessing knowledge products/engagement activities at start and end of project to measure the level of adoption of key terms such as nature-positivity through project activities.

Annex B: Status of Utilization of Project Preparation Grant (PPG) (If requesting for PPG reimbursement, please provide details in the table below:

<i>Project Preparation Activities Implemented</i>	<i>GETF/LDCF/SCCF Amount (\$)</i>		
	<i>Budgeted Amount</i>	<i>Amount Spent To date</i>	<i>Amount Committed</i>
International consultant to deliver the one-MSP, along with the safeguard plans.	29,900	5,900	24,000
Total	29,900	5,900	24,000

- There are no travel, personnel, or workshop charges. The only cost for this MSP is to hire an international consultant. Final payments to consultant will be based upon final CEO endorsement

Annex C: Project Map(s) and Coordinates

Please attach the geographical location and map of the project area, if possible.

The project will work at a global level, as well as focus at national level in Colombia, South Africa, India, and Malaysia.



Annex D: GEF 7 Core Indicator Worksheet

Core Indicator 1	Terrestrial protected areas created or under improved management for conservation and sustainable use					(Hectares)	
	Hectares (1.1+1.2)						
				Expected		Achieved	
			PIF stage	Endorsement	MTR		TE
Indicator 1.1	Terrestrial protected areas newly created						
Name of Protected Area	WDPA ID	IUCN category			Hectares		
				Expected		Achieved	
			PIF stage	Endorsement	MTR		TE
		(select)					
		(select)					
		Sum					
Indicator 1.2	Terrestrial protected areas under improved management effectiveness						
Name of Protected Area	WDPA ID	IUCN category	Hectares		METT Score		
				Baseline		Achieved	
				Endorsement	MTR		TE
		(select)					
		(select)					
		Sum					
Core Indicator 2	Marine protected areas created or under improved management for conservation and sustainable use					(Hectares)	
	Hectares (2.1+2.2)						
				Expected		Achieved	
			PIF stage	Endorsement	MTR		TE
Indicator 2.1	Marine protected areas newly created						
Name of Protected Area	WDPA ID	IUCN category			Hectares		
				Expected		Achieved	
			PIF stage	Endorsement	MTR		TE
		(select)					
		(select)					
		Sum					
Indicator 2.2	Marine protected areas under improved management effectiveness						
Name of Protected Area	WDPA ID	IUCN category	Hectares		METT Score		
				Baseline		Achieved	
			PIF stage	Endorsement	MTR		TE
		(select)					
		(select)					
		Sum					
Core Indicator 3	Area of land restored					(Hectares)	
	Hectares (3.1+3.2+3.3+3.4)						
				Expected		Achieved	
			PIF stage	Endorsement	MTR		TE
Indicator 3.1	Area of degraded agricultural land restored						
					Hectares		
				Expected		Achieved	
			PIF stage	Endorsement	MTR		TE

Indicator 3.2	Area of forest and forest land restored		Hectares			
		PIF stage	Expected Endorsement	MTR	Achieved	TE

Indicator 3.3	Area of natural grass and shrublands restored		Hectares			
		PIF stage	Expected Endorsement	MTR	Achieved	TE

Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored		Hectares			
		PIF stage	Expected Endorsement	MTR	Achieved	TE

Core Indicator 4	Area of landscapes under improved practices (hectares; excluding protected areas)		Hectares (4.1+4.2+4.3+4.4)			
		PIF stage	Expected Endorsement	MTR	Expected	TE

Indicator 4.1	Area of landscapes under improved management to benefit biodiversity		Hectares			
		PIF stage	Expected Endorsement	MTR	Achieved	TE

Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations		Hectares			
Third party certification(s):		PIF stage	Expected Endorsement	MTR	Achieved	TE

Indicator 4.3	Area of landscapes under sustainable land management in production systems		Hectares			
		PIF stage	Expected Endorsement	MTR	Achieved	TE

Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided		Hectares			
Include documentation that justifies HCVF		PIF stage	Expected Endorsement	MTR	Achieved	TE

Core Indicator 5	Area of marine habitat under improved practices to benefit biodiversity					(Hectares)
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Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations		Number			
Third party certification(s):		PIF stage	Expected Endorsement	MTR	Achieved	TE

Indicator 5.2	Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial					
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			PIF stage	Expected Endorsement	Number MTR	Achieved TE
Indicator 5.3	Amount of Marine Litter Avoided					
			PIF stage	Expected Endorsement	Metric Tons MTR	Achieved TE
Core Indicator 6	Greenhouse gas emission mitigated					
			PIF stage	Expected metric tons of CO ₂ e (6.1+6.2) Endorsement	MTR	TE
Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector	Expected CO ₂ e (direct) Expected CO ₂ e (indirect)				
			PIF stage	Expected metric tons of CO ₂ e Endorsement	MTR	TE
Indicator 6.2	Emissions avoided Outside AFOLU	Expected CO ₂ e (direct) Expected CO ₂ e (indirect) Anticipated start year of accounting Duration of accounting				
			PIF stage	Expected metric tons of CO ₂ e Endorsement	MTR	TE
Indicator 6.3	Energy saved	Expected CO ₂ e (direct) Expected CO ₂ e (indirect) Anticipated start year of accounting Duration of accounting				
			PIF stage	Expected Endorsement	MJ MTR	Achieved TE
Indicator 6.4	Increase in installed renewable energy capacity per technology	Technology (select) (select)				
			PIF stage	Expected Endorsement	Capacity (MW) MTR	Achieved TE
Core Indicator 7	Number of shared water ecosystems (fresh or marine) under new or improved cooperative management					(Number)
Indicator 7.1	Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation	Shared water ecosystem	PIF stage	Rating (scale 1-4) Endorsement	MTR	TE
Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation	Shared water ecosystem	PIF stage	Rating (scale 1-4) Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					
					Rating (scale 1-4)	

	Shared water ecosystem	PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products Shared water ecosystem		Rating Endorsement	MTR	Rating TE
Core Indicator 8	Globally over-exploited fisheries Moved to more sustainable levels				(Metric Tons)
Fishery Details		PIF stage	Endorsement	MTR	TE
Core Indicator 9	Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products				(Metric Tons)
			Metric Tons (9.1+9.2+9.3) Expected PIF stage	Achieved MTR	TE
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type) POPs type		Metric Tons Expected PIF stage	Achieved MTR	TE
	(select) (select) (select)		Endorsement		
	(select) (select) (select)				
	(select) (select) (select)				
Indicator 9.2	Quantity of mercury reduced		Metric Tons Expected PIF stage	Achieved MTR	TE
Indicator 9.3	Hydrochlorofluorocarbons (HCFC) Reduced/Phased out		Metric Tons Expected PIF stage	Achieved MTR	TE
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste		Number of Countries Expected PIF stage	Achieved MTR	TE
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities Technology		Number Expected PIF stage	Achieved MTR	TE
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided		Metric Tons Expected PIF stage	Achieved PIF stage	Endorsement
Core Indicator 10	Reduction, avoidance of emissions of POPs to air from point and non-point sources				(grams of toxic)

							<i>equivalent gTEQ</i>
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air						
			Number of Countries				
			Expected		Achieved		
		PIF stage	Endorsement	MTR		TE	
Indicator 10.2	Number of emission control technologies/practices implemented						
			Number				
			Expected		Achieved		
		PIF stage	Endorsement	MTR		TE	
Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment						7,306
			Number				
			Expected		Achieved		
		PIF stage	Endorsement	MTR		TE	
	Female						
	Male						
	Total						

Annex E: GEF Project Taxonomy Worksheet

Level 1	Level 2	Level 3	Level 4
<input checked="" type="checkbox"/> Influencing models			
	<input checked="" type="checkbox"/> Transform policy and regulatory environments		
	<input checked="" type="checkbox"/> Strengthen institutional capacity and decision-making		
	<input checked="" type="checkbox"/> Convene multi-stakeholder alliances		
	<input type="checkbox"/> Demonstrate innovative approaches		
	<input type="checkbox"/> Deploy innovative financial instruments		
<input checked="" type="checkbox"/> Stakeholders			
	<input type="checkbox"/> Indigenous Peoples		
	<input checked="" type="checkbox"/> Private Sector		
		<input type="checkbox"/> Capital providers	
		<input type="checkbox"/> Financial intermediaries and market facilitators	
		<input checked="" type="checkbox"/> Large corporations	
		<input checked="" type="checkbox"/> SMEs	
		<input type="checkbox"/> Individuals/Entrepreneurs	
		<input type="checkbox"/> Non-Grant Pilot	
		<input type="checkbox"/> Project Reflow	
	<input type="checkbox"/> Beneficiaries		
	<input type="checkbox"/> Local Communities		
	<input type="checkbox"/> Civil Society		
		<input type="checkbox"/> Community Based Organization	
		<input type="checkbox"/> Non-Governmental Organization	
		<input type="checkbox"/> Academia	
		<input type="checkbox"/> Trade Unions and Workers Unions	
	<input checked="" type="checkbox"/> Type of Engagement		
		<input checked="" type="checkbox"/> Information Dissemination	
		<input type="checkbox"/> Partnership	
		<input type="checkbox"/> Consultation	
		<input checked="" type="checkbox"/> Participation	
	<input checked="" type="checkbox"/> Communications		
		<input checked="" type="checkbox"/> Awareness Raising	
		<input checked="" type="checkbox"/> Education	
		<input checked="" type="checkbox"/> Public Campaigns	
		<input type="checkbox"/> Behavior Change	
<input checked="" type="checkbox"/> Capacity, Knowledge and Research			
	<input type="checkbox"/> Enabling Activities		
	<input type="checkbox"/> Capacity Development		
	<input checked="" type="checkbox"/> Knowledge Generation and Exchange		
	<input type="checkbox"/> Targeted Research		
	<input type="checkbox"/> Learning		
		<input type="checkbox"/> Theory of Change	
		<input type="checkbox"/> Adaptive Management	
		<input type="checkbox"/> Indicators to Measure Change	
	<input checked="" type="checkbox"/> Innovation		
	<input checked="" type="checkbox"/> Knowledge and Learning		
		<input checked="" type="checkbox"/> Knowledge Management	
		<input checked="" type="checkbox"/> Innovation	
		<input checked="" type="checkbox"/> Capacity Development	
		<input checked="" type="checkbox"/> Learning	
	<input checked="" type="checkbox"/> Stakeholder Engagement Plan		

<input checked="" type="checkbox"/> Gender Equality			
	<input checked="" type="checkbox"/> Gender Mainstreaming		
		<input type="checkbox"/> Beneficiaries	
		<input type="checkbox"/> Women groups	
		<input checked="" type="checkbox"/> Sex-disaggregated indicators	
		<input type="checkbox"/> Gender-sensitive indicators	
	<input checked="" type="checkbox"/> Gender results areas		
		<input type="checkbox"/> Access and control over natural resources	
		<input checked="" type="checkbox"/> Participation and leadership	
		<input type="checkbox"/> Access to benefits and services	
		<input type="checkbox"/> Capacity development	
		<input type="checkbox"/> Awareness raising	
		<input type="checkbox"/> Knowledge generation	
<input type="checkbox"/> Focal Areas/Theme			
	<input type="checkbox"/> Integrated Programs		
		<input type="checkbox"/> Commodity Supply Chains (¹¹⁹ Good Growth Partnership)	
			<input type="checkbox"/> Sustainable Commodities Production
			<input type="checkbox"/> Deforestation-free Sourcing
			<input type="checkbox"/> Financial Screening Tools
			<input type="checkbox"/> High Conservation Value Forests
			<input type="checkbox"/> High Carbon Stocks Forests
			<input type="checkbox"/> Soybean Supply Chain
			<input type="checkbox"/> Oil Palm Supply Chain
			<input type="checkbox"/> Beef Supply Chain
			<input type="checkbox"/> Smallholder Farmers
			<input type="checkbox"/> Adaptive Management
		<input type="checkbox"/> Food Security in Sub-Saharan Africa	
			<input type="checkbox"/> Resilience (climate and shocks)
			<input type="checkbox"/> Sustainable Production Systems
			<input type="checkbox"/> Agroecosystems
			<input type="checkbox"/> Land and Soil Health
			<input type="checkbox"/> Diversified Farming
			<input type="checkbox"/> Integrated Land and Water Management
			<input type="checkbox"/> Smallholder Farming
			<input type="checkbox"/> Small and Medium Enterprises
			<input type="checkbox"/> Crop Genetic Diversity
			<input type="checkbox"/> Food Value Chains
			<input type="checkbox"/> Gender Dimensions
			<input type="checkbox"/> Multi-stakeholder Platforms
		<input type="checkbox"/> Food Systems, Land Use and Restoration	
			<input type="checkbox"/> Sustainable Food Systems
			<input type="checkbox"/> Landscape Restoration
			<input type="checkbox"/> Sustainable Commodity Production
			<input type="checkbox"/> Comprehensive Land Use Planning
			<input type="checkbox"/> Integrated Landscapes
			<input type="checkbox"/> Food Value Chains
			<input type="checkbox"/> Deforestation-free Sourcing
			<input type="checkbox"/> Smallholder Farmers
		<input type="checkbox"/> Sustainable Cities	
			<input type="checkbox"/> Integrated urban planning
			<input type="checkbox"/> Urban sustainability framework
			<input type="checkbox"/> Transport and Mobility
			<input type="checkbox"/> Buildings

		<input type="checkbox"/> Municipal waste management
		<input type="checkbox"/> Green space
		<input type="checkbox"/> Urban Biodiversity
		<input type="checkbox"/> Urban Food Systems
		<input type="checkbox"/> Energy efficiency
		<input type="checkbox"/> Municipal Financing
		<input type="checkbox"/> Global Platform for Sustainable Cities
		<input type="checkbox"/> Urban Resilience
	<input checked="" type="checkbox"/> Biodiversity	
		<input type="checkbox"/> Protected Areas and Landscapes
		<input type="checkbox"/> Terrestrial Protected Areas
		<input type="checkbox"/> Coastal and Marine Protected Areas
		<input type="checkbox"/> Productive Landscapes
		<input type="checkbox"/> Productive Seascapes
		<input type="checkbox"/> Community Based Natural Resource Management
		<input checked="" type="checkbox"/> Mainstreaming
		<input type="checkbox"/> Extractive Industries (oil, gas, mining)
		<input type="checkbox"/> Forestry (Including HCVF and REDD+)
		<input type="checkbox"/> Tourism
		<input type="checkbox"/> Agriculture & agrobiodiversity
		<input type="checkbox"/> Fisheries
		<input type="checkbox"/> Infrastructure
		<input type="checkbox"/> Certification (National Standards)
		<input type="checkbox"/> Certification (International Standards)
		<input type="checkbox"/> Species
		<input type="checkbox"/> Illegal Wildlife Trade
		<input type="checkbox"/> Threatened Species
		<input type="checkbox"/> Wildlife for Sustainable Development
		<input type="checkbox"/> Crop Wild Relatives
		<input type="checkbox"/> Plant Genetic Resources
		<input type="checkbox"/> Animal Genetic Resources
		<input type="checkbox"/> Livestock Wild Relatives
		<input type="checkbox"/> Invasive Alien Species (IAS)
		<input type="checkbox"/> Biomes
		<input type="checkbox"/> Mangroves
		<input type="checkbox"/> Coral Reefs
		<input type="checkbox"/> Sea Grasses
		<input type="checkbox"/> Wetlands
		<input type="checkbox"/> Rivers
		<input type="checkbox"/> Lakes
		<input type="checkbox"/> Tropical Rain Forests
		<input type="checkbox"/> Tropical Dry Forests
		<input type="checkbox"/> Temperate Forests
		<input type="checkbox"/> Grasslands
		<input type="checkbox"/> Paramo
		<input type="checkbox"/> Desert
		<input type="checkbox"/> Financial and Accounting
		<input type="checkbox"/> Payment for Ecosystem Services
		<input type="checkbox"/> Natural Capital Assessment and Accounting
		<input type="checkbox"/> Conservation Trust Funds
		<input type="checkbox"/> Conservation Finance
		<input type="checkbox"/> Supplementary Protocol to the CBD
		<input type="checkbox"/> Biosafety
		<input type="checkbox"/> Access to Genetic Resources Benefit Sharing

	<input type="checkbox"/> Forests		
		<input type="checkbox"/> Forest and Landscape Restoration	
			<input type="checkbox"/> REDD/REDD+
		<input type="checkbox"/> Forest	
			<input type="checkbox"/> Amazon
			<input type="checkbox"/> Congo
			<input type="checkbox"/> Drylands
	<input checked="" type="checkbox"/> Land Degradation		
		<input type="checkbox"/> Sustainable Land Management	
			<input type="checkbox"/> Restoration and Rehabilitation of Degraded Lands
			<input type="checkbox"/> Ecosystem Approach
			<input type="checkbox"/> Integrated and Cross-sectoral approach
			<input type="checkbox"/> Community-Based NRM
			<input type="checkbox"/> Sustainable Livelihoods
			<input type="checkbox"/> Income Generating Activities
			<input type="checkbox"/> Sustainable Agriculture
			<input type="checkbox"/> Sustainable Pasture Management
			<input type="checkbox"/> Sustainable Forest/Woodland Management
			<input type="checkbox"/> Improved Soil and Water Management Techniques
			<input type="checkbox"/> Sustainable Fire Management
			<input type="checkbox"/> Drought Mitigation/Early Warning
		<input type="checkbox"/> Land Degradation Neutrality	
			<input type="checkbox"/> Land Productivity
			<input type="checkbox"/> Land Cover and Land cover change
			<input type="checkbox"/> Carbon stocks above or below ground
		<input type="checkbox"/> Food Security	
	<input type="checkbox"/> International Waters		
		<input type="checkbox"/> Ship	
		<input type="checkbox"/> Coastal	
		<input type="checkbox"/> Freshwater	
			<input type="checkbox"/> Aquifer
			<input type="checkbox"/> River Basin
			<input type="checkbox"/> Lake Basin
		<input type="checkbox"/> Learning	
		<input type="checkbox"/> Fisheries	
		<input type="checkbox"/> Persistent toxic substances	
		<input type="checkbox"/> SIDS : Small Island Dev States	
		<input type="checkbox"/> Targeted Research	
		<input type="checkbox"/> Pollution	
			<input type="checkbox"/> Persistent toxic substances
			<input type="checkbox"/> Plastics
			<input type="checkbox"/> Nutrient pollution from all sectors except wastewater
			<input type="checkbox"/> Nutrient pollution from Wastewater
		<input type="checkbox"/> Transboundary Diagnostic Analysis and Strategic Action Plan preparation	
		<input type="checkbox"/> Strategic Action Plan Implementation	
		<input type="checkbox"/> Areas Beyond National Jurisdiction	
		<input type="checkbox"/> Large Marine Ecosystems	
		<input type="checkbox"/> Private Sector	
		<input type="checkbox"/> Aquaculture	
		<input type="checkbox"/> Marine Protected Area	
		<input type="checkbox"/> Biomes	
			<input type="checkbox"/> Mangrove

		<input type="checkbox"/> Coral Reefs
		<input type="checkbox"/> Seagrasses
		<input type="checkbox"/> Polar Ecosystems
		<input type="checkbox"/> Constructed Wetlands
	<input type="checkbox"/> Chemicals and Waste	
	<input type="checkbox"/> Mercury	
	<input type="checkbox"/> Artisanal and Scale Gold Mining	
	<input type="checkbox"/> Coal Fired Power Plants	
	<input type="checkbox"/> Coal Fired Industrial Boilers	
	<input type="checkbox"/> Cement	
	<input type="checkbox"/> Non-Ferrous Metals Production	
	<input type="checkbox"/> Ozone	
	<input type="checkbox"/> Persistent Organic Pollutants	
	<input type="checkbox"/> Unintentional Persistent Organic Pollutants	
	<input type="checkbox"/> Sound Management of chemicals and Waste	
	<input type="checkbox"/> Waste Management	
		<input type="checkbox"/> Hazardous Waste Management
		<input type="checkbox"/> Industrial Waste
		<input type="checkbox"/> e-Waste
	<input type="checkbox"/> Emissions	
	<input type="checkbox"/> Disposal	
	<input type="checkbox"/> New Persistent Organic Pollutants	
	<input type="checkbox"/> Polychlorinated Biphenyls	
	<input type="checkbox"/> Plastics	
	<input type="checkbox"/> Eco-Efficiency	
	<input type="checkbox"/> Pesticides	
	<input type="checkbox"/> DDT - Vector Management	
	<input type="checkbox"/> DDT - Other	
	<input type="checkbox"/> Industrial Emissions	
	<input type="checkbox"/> Open Burning	
	<input type="checkbox"/> Best Available Technology / Best Environmental Practices	
	<input type="checkbox"/> Green Chemistry	
	<input checked="" type="checkbox"/> Climate Change	
	<input type="checkbox"/> Climate Change Adaptation	
		<input type="checkbox"/> Climate Finance
		<input type="checkbox"/> Least Developed Countries
		<input type="checkbox"/> Small Island Developing States
		<input type="checkbox"/> Disaster Risk Management
		<input type="checkbox"/> Sea-level rise
		<input type="checkbox"/> Climate Resilience
		<input type="checkbox"/> Climate information
		<input type="checkbox"/> Ecosystem-based Adaptation
		<input type="checkbox"/> Adaptation Tech Transfer
		<input type="checkbox"/> National Adaptation Programme of Action
		<input type="checkbox"/> National Adaptation Plan
		<input type="checkbox"/> Mainstreaming Adaptation
		<input type="checkbox"/> Private Sector
		<input type="checkbox"/> Innovation
		<input type="checkbox"/> Complementarity
		<input type="checkbox"/> Community-based Adaptation
		<input type="checkbox"/> Livelihoods
	<input checked="" type="checkbox"/> Climate Change Mitigation	
		<input type="checkbox"/> Agriculture, Forestry, and other Land Use
		<input type="checkbox"/> Energy Efficiency
		<input type="checkbox"/> Sustainable Urban Systems and Transport
		<input type="checkbox"/> Technology Transfer
		<input type="checkbox"/> Renewable Energy

			<input type="checkbox"/> Financing
			<input type="checkbox"/> Enabling Activities
		<input type="checkbox"/> Technology Transfer	
			<input type="checkbox"/> Poznan Strategic Programme on Technology Transfer
			<input type="checkbox"/> Climate Technology Centre & Network (CTCN)
			<input type="checkbox"/> Endogenous technology
			<input type="checkbox"/> Technology Needs Assessment
			<input type="checkbox"/> Adaptation Tech Transfer
		<input type="checkbox"/> United Nations Framework on Climate Change	
<input checked="" type="checkbox"/> Rio Markers			<input type="checkbox"/> Nationally Determined Contribution

ANNEX F: FULL PROJECT BUDGET

- *The template for Project Budget will be provided separately*

ANNEX G: PROJECT TIMELINE

	Timeline							
	2022	2023				2024		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Outcome 1.1.: Business advocates for nature positive policy at global (e.g. CBD, UNGA, UNFCCC, Rio+30) and national level in coherence with integrated goals of Rio conventions and SDGs								
Output 1.1.1: Twenty (20) companies from different sectors and geographies are supported to advocate for nature-positive policies in key UN processes (e.g. UNGA, UNFCCC, Rio+30) through engagement with BfN								
Output 1.1.2: Twenty (20) companies from different sectors and geographies are supported to advocate for nature-positive policies in the CBD process at a global level through engagement with BfN								
Output 1.1.3: Ten (10) companies from different sectors and geographies are supported to advocate at a national level for nature-positive policies as part of the CBD post 2020 framework roll-out phase through engagement with BfN								
Outcome 2.1.: Strengthened coordination and engagement between companies and governments in four (4) key geographies to support the implementation of the CBD Post-2020 Global Biodiversity Framework								
Output 2.1.1: Four (4) national-level business advisory groups receive support to guide governments in implementing business-related targets of GBF								
Output 2.1.2: 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								
Outcome 3.1.: Strengthened business awareness and knowledge on why and how to act on nature & biodiversity								
Output 3.1.1: Business knowledge management and communication strategy developed and implemented to strengthen BfN as a platform for business action								
Output 3.1.2: A global business “kick-starting action” campaign to enhance business engagement in climate and nature developed and executed								
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)								

ANNEX H: SAFEGUARD SCREENING RESULTS

CI-GCF/GEF PROJECT AGENCY ENVIRONMENTAL AND SOCIAL SAFEGUARDS (ESS) SCREENING ANALYSIS AND RESULTS

☐ Preliminary Screening (PIF/PFD Stage) ☒ Secondary Screening (PPG Phase)

I. PROJECT INFORMATION

1. Basic Project Profile

Countries: Global	GCF/GEF Project ID:
Project Title: Business action and advocacy for the planet	
Executing Entity/Agency: Business for Nature, hosted at World Business Council for Sustainable Development (WBCSD)	
GCF/GEF Focal Area: Biodiversity, Land Degradation, Climate Change	
GCF/GEF Project Amount: USD\$2,000,000	
CI-GCF/GEF Project Manager: Daniela Carrion	
Safeguard Analysis Performed by: Ian Kissoon, Director of ESMS, CI-GCF/GEF Agency	
Date of Analysis: January 18, 2022	

2. Summary of Project Risk Categorization, ESS Standards Triggered and Mitigation Plans Required

Summary of Project Risk Categorization, ES Standards Triggered and Mitigation Plans Required			
Project Category:	Category A	Category B	Category C
			X
The proposed project activities are likely to have minimal or no adverse environmental and social impacts.			
Safeguards Triggered:			
<input type="checkbox"/> Environmental & Social Impact Assessment		<input type="checkbox"/> Cultural Heritage	
<input type="checkbox"/> Protection of Natural Habitats and Biodiversity Conservation		<input type="checkbox"/> Labour and Working Conditions	
<input type="checkbox"/> Resett. & Physical/Economic Displacement		<input type="checkbox"/> Community Health, Safety and Security	
<input type="checkbox"/> Indigenous Peoples		<input type="checkbox"/> Private Sector Direct Investments and Financial Intermediaries	
<input type="checkbox"/> Resource Efficiency & Pollution Prevention		<input type="checkbox"/> Climate Risk and Related Disasters	
Mitigation Measures Required:			
<input type="checkbox"/> Limited or Full ESIA		<input type="checkbox"/> Resource Efficiency & Poll. Prevention Plan	
<input type="checkbox"/> Environmental & Social Management Plan		<input type="checkbox"/> Cultural Heritage Management Plan	
<input type="checkbox"/> Plan for Natural Habitat Protection and Biodiversity Conservation		<input type="checkbox"/> Labour Management Procedures	
<input type="checkbox"/> Voluntary Resettlement Action Plan		<input type="checkbox"/> Community Health, Safety and Security Plan	
<input type="checkbox"/> Process Framework		<input type="checkbox"/> Environmental and Social Management Framework	
<input type="checkbox"/> Indigenous Peoples Plan		<input type="checkbox"/> Climate and Disaster Risk Management Plan	

3. Project Objective:

Towards a nature positive, net zero emissions and equitable world by 2030 through businesses driving policy ambition and reducing negative corporate impact on nature.

4. Project Description:

This medium sized project (MSP) grant would foster global and national level action in key areas (e.g. biodiversity hotspot countries, TBC) and encourage systems thinking across food, cities and energy to enhance business investment and action through GEF-8 and the cycles beyond. As companies, particularly in the developing world, emerge from COVID, they are financially stretched and would benefit from the support provided by BfN through GEF to advance their actions on nature and biodiversity as they rebuild.

The project will be implemented under the following 3 components, and the proposed activities of each component will be adapted as appropriate subject to the outcome of ongoing negotiations.

Component 1: Business engagement and influence in international nature-related policy agreements

Proposed activities:

1. Unify the leading business voice in support of nature-positive policies under the UN Convention on Biological Diversity (CBD)'s processes and beyond.
2. Support companies in understanding the implications of the Post-2020 Global Biodiversity Framework (GBF).
3. Lead the development of specific policy suggestions to feed primarily into the CBD processes, but also into the nature-related elements of UNFCCC and UNCCD, where appropriate.
4. Promote and enhance an ongoing dialogue between governments and business for the successful implementation of the objectives of the CBD and other relevant Multilateral Environmental Agreements (MEAs).
5. Develop and amplify high-level policy asks at key negotiations under relevant MEAs.
6. Develop suggested text amendments to demonstrate clearly to negotiators how they can implement BfN's recommendations.
7. Join forces with other stakeholders that are also advocating for ambitious policy on nature, from NGOs, academia, youth, indigenous, women and faith communities, etc.
8. Engage and consult with business directly as well as indirectly through partners on specific policy suggestions.
9. Set up meetings (physical / virtual) between CBD national government delegations and business representatives and develop briefing notes.
10. Further build on BfN's "Nature is everyone's business" Call to Action, where over 900 companies are urging governments to adopt policies now to reverse nature loss this decade.
11. Establish informal coordination groups (or if they already exist, further strengthen) in key countries to create business and government dialogues.
12. Work with partners, to co-organize business-government dialogues in key geographies to help drive policy ambition considering their context and status in the development of nature-related policies.

Component 2: Business understanding and action to address biodiversity loss, including nature-related risks, opportunities, and steps to take.

Proposed activities:

13. Provide and share high-level, up-to-date content for companies to build capacity in business to scale and speed up action across their supply chain and value chain in support of their journey to becoming nature-positive.
14. Connect companies with experts and partners on different topics to become nature-positive and net-zero, when possible.
15. Converge and simplify the steps companies can and must take to reverse nature loss and tackle the climate emergency.
16. Work with companies and other initiatives and projects with experience and expertise in this area (e.g. BfN partners, SBTN, WBCSD, GCA, World Economic Forum, etc.).
17. Share existing capacity building opportunities (e.g. workshops, online learning modules) to build companies' skills to embed nature and biodiversity in their decision-making.
18. Identify and share case studies of best practice – particularly where companies are acting for nature, climate and people – through media, news articles, presentations, the website, and other opportunities.
19. Share learnings (including challenges and opportunities) from companies among the business community to replicate best practices.
20. Encourage and amplify the uptake of high-level steps to assess, commit, act and advocate for nature, with a focus on providing linkages with SBTN, TNFD, Nature-based Solutions, and CBD implementation.

Component 3: Business for Nature knowledge management, strategic communications and M&E

Proposed activities:

21. Ensure that knowledge management and communication is sufficiently resourced so we can amplify and share key messaging and resources both to partners and from partners.
 22. Share key material, information, best practices and lessons learned across the coalition.
 23. Provide a platform for organizations to further learn and share to scale up the work.
 24. Secure key speaking roles and media opportunities.
 25. Secure the right business messengers, such as the CEOs of leading companies, to share our messages at the highest political level, key events and through closed door meetings.
 26. Develop relationships with partners and businesses in priority markets to generate media coverage on the business case for nature.
- 27. Project location, biophysical and socio-economic characteristics relevant to the safeguard analysis:**
Although this project has a global scale, there are specific countries where a business voice could be particularly influential and could encourage progress at the international level. Following BfN high-level criteria to identify countries, the full proposal will recommend specific countries for engagement. The countries pre-selected at this stage are India, Malaysia, Colombia and South Africa.
- 28. Executing Agency (EA)'s Institutional Capacity for Safeguard Policies:**

BfN/WBCSD indicated that they do not have first-hand experience with GEF projects or the implementation of Environmental and Social Safeguards Plans and the BfN staff involved in the project will complete CI-GEF's ESMF training. WBCSD also has a Leading Women and LEAP Program.

II. ESS STANDARDS TRIGGERED BY THE PROJECT

Based on the information provided in the Safeguard Screening Form, the following Environmental and Social Safeguard (ESS) Standards have been triggered:

ESS Standard	Yes	No	TBD	Justification
1. Environmental & Social Impact Assessment (ESIA)		X		<i>No significant adverse environmental and social impacts that are sensitive, diverse, or unprecedented is anticipated.</i>
2. Protection of Natural Habitats and Biodiversity Conservation		X		<i>The project is not proposing activities that would have adverse impacts on natural or critical natural habitats, contravene applicable international environmental treaties or agreements or introduce or use potentially invasive, non-indigenous species.</i>
3. Resettlement and Physical and Economic Displacement		X		<i>The project is not proposing involuntary resettlement or economic restrictions.</i>
4. Indigenous Peoples		X		<i>The project does not plan to work in lands or territories traditionally owned, customarily used, or occupied by indigenous peoples.</i>
5. Resource Efficiency and Pollution Prevention		X		<i>There are no proposed activities related to the use of banned, restricted or prohibited substances, chemicals or hazardous materials.</i>
6. Cultural Heritage		X		<i>The project does not plan to work in areas where cultural heritage, both tangible and intangible, exists.</i>
7. Labour and Working Conditions		X		<i>The EA indicated full compliance with the necessary policies, procedures, systems and capabilities that meets the requirements set out in the GEF Minimum Standard 8.</i>
8. Community Health, Safety and Security		X		<i>The nature of the proposed activities is not likely to cause risks to community health, safety and security. However, the project plans to hold physical meetings and must follow all protocols to prevent the spread COVID-19.</i>
9. Private Sector Direct Investments and Financial Intermediaries		X		<i>The project does not plan to make either direct investments in private sector firms, or channels funds through Financial Intermediaries.</i>
10. Climate Risk and Related Disasters		X		<i>The climate change risks identified by the project are unlikely to pose a risk to the achievement of the project objectives.</i>

Note: Other ESS Standards may be triggered during the Secondary Screening which will take place towards the end of the project proposal development phase.

III. PROJECT CATEGORIZATION

Based on the safeguard policies triggered, the project is categorized as follows:

PROJECT CATEGORY	Category A	Category B	Category C
			X
<i>Justification: The proposed project activities are likely to have minimal or no adverse environmental and social impacts.</i>			

IV. MANAGEMENT OF SAFEGUARDS TRIGGERED

No ESS Standards were triggered by the project.

Other Plans

Apart from the ESS Policy, the project will be required to comply with the CI-GEF's Accountability and Grievance Policy, Gender Policy, and Stakeholder Engagement Policy. The project is required during the PPG Phase to develop and submit to CI-GEF/GCF for review and approval, the following plans:

1. Accountability and Grievance Mechanism (AGM)

To ensure that the project meets CI-GEF Project Agency's Accountability and Grievance Mechanism Policy, the EA is required to develop an Accountability and Grievance Mechanism (template provided) that will ensure people affected by the project are able to bring their grievances to the EA for consideration and redress. The mechanism must be in place before the start of project activities, and disclosed to all stakeholders in a language, manner and means that best suits the local context.

In addition, the EA is required to monitor and report on the following minimum accountability and grievance indicators:

1. *Number of conflict and complaint cases reported to the project's Accountability and Grievance Mechanism; and*
2. *Percentage of conflict and complaint cases reported to the project's Accountability and Grievance Mechanism that have been addressed.*

2. Gender Mainstreaming Plan (GMP)

The GMP (template provided) should include a gender analysis including the role of men and women in decision-making, and appropriate interventions with gender-related outcomes to ensure that men and women have equal opportunities to participate and benefit from the project.

Further, the project should examine the extent of Gender Based Violence (GBV), the likelihood of project activities contributing/exacerbating GBV, and proposed mitigation measures as needed.

In addition, the EA is required to monitor and report on the following minimum gender indicators:

1. *Number of men and women that participated in project activities (e.g. meetings, workshops, consultations);*
2. *Number of men and women that received benefits (e.g. employment, income generating activities, training, access to natural resources, land tenure or resource rights, equipment, leadership roles) from the project; and if relevant*
3. *Number of strategies, plans (e.g. management plans and land use plans) and policies derived from the project that include gender considerations.*

3. Stakeholder Engagement Plan (SEP)

To ensure that the project complies with the CI-GEF's Stakeholders' Engagement Policy, the EA is required to develop a Stakeholder Engagement Plan (template provided).

In addition, the EA is required to monitor and report on the following minimum stakeholder

engagement indicators:

1. *Number of government agencies, civil society organizations, private sector, indigenous peoples and other stakeholder groups engaged in the project implementation phase;*
2. *Number persons (sex disaggregated) engaged in project implementation phase; and*
3. *Number of engagement (e.g. meeting, workshops, consultations) with stakeholders during the project implementation phase*

All plans must be submitted to the CI-GCF/GEF Project Agency for review and approval during the project proposal development phase.

V. DISCLOSURE

Following approval of the plans, the EA must disclose the plans no later than 30 days from date of approval.

COVID-19 Guidelines

In response to the COVID-19 pandemic, projects are required to follow the guideline issued by CI-GEF/GCF Project Agency during the PPG and Implementation Phases. The guideline is attached.

ANNEX I: SAFEGUARD COMPLIANCE PLAN

1. *Include all the Safeguard Plans that were recommended by the Safeguard Screening process*
2. *Create a separate appendix for each Safeguard Plan that your project prepared and make sure to reference the appropriate appendix in the text of the ProDoc*

ANNEX J: ACCOUNTABILITY AND GRIEVANCE MECHANISM

CI-GEF/GCF PROJECT AGENCY Accountability & Grievance Mechanism (AGM)

The CI-GEF/GCF Project Agency requires all projects to have an Accountability and Grievance Mechanism in place so that project-affected communities and other stakeholders may raise a grievance at all times to the Executing Agency/Entity, CI, the GEF or GCF on non-compliance with the ESMF. Affected communities should be informed about this possibility and contact information of the respective organizations at relevant levels should be made available publicly. Affected communities should also be assured that their grievances will be addressed in a timely manner, they will not face retaliation for submitting a grievance, and they have the option to request confidentiality.

SECTION I: Project Information

PROJECT TITLE:	Business Action and Advocacy for the Planet		
GEF/GCF PROJECT ID:		PROJECT DURATION:	24 months
EXECUTING AGENCY/ENTITY:	Business for Nature, hosted at the World Business Council for Sustainable Development (WBCSD)		
PROJECT START DATE:	04/2022	PROJECT END DATE:	03/2024
AGM PREPARED BY:	Business for Nature Sarah Lebel, Baastel		
DATE OF (RE)SUBMISSION TO CI-GEF/GCF:	January 10, 2022, January 28, 2022		
AGM APPROVED BY:	Ian Kissoon, Director ESMS, CI-GEF/GCF Project Agency		
DATE OF CI-GEF/GCF APPROVAL:	January 28, 2022		

SECTION II: Introduction

Introduce your AGM by providing a short summary of your project and its main activities, any anticipated grievances, how you will ensure that stakeholders are aware of the mechanism, and what system will be put in place to ensure that the mechanism is working effectively and efficiently.

The project objective is Towards a nature positive, net zero emissions and equitable world by 2030 through businesses driving policy ambition and reducing negative corporate impact on nature. The project is supported by three complementary Components, as follow:

1. Component 1: Business engagement and influence in international nature-related policy agreements

2. Component 2: Business engagement to create a business/government dialogue in key geographies

3. Component 3: Business for Nature knowledge management and strategic communications

This Accountability and Grievance Mechanism (AGM) is designed to enable the receipt of complaints during all three of the project's components and throughout all related activities. Grievances may arise from Business for Nature employees and or partners, and any other stakeholder involved in or affected by project activities. The AGM is designed to address the concerns of any individual or group, identify the root causes of conflict, and identify opportunities to resolve grievances related to the Project.

An email (help@businessfornature.org) will be created and managed by the Project Strategist which will be based at Business for Nature. The email will field all grievances and will be posted on Conservation International's website, Business for Nature's website, and on other communication and project materials. The email will also be provided to all partners and project affiliates. The Project Strategist will screen grievances for eligibility and acknowledge all eligible grievances within 10 business days of receipt. If eligible, the Project Strategist will notify relevant Project Staff and Project Staff will work with the grievant to develop an action plan and timeframe and resolve the grievances that were identified.

If the project fails to address grievances through this initial process, the Project Strategist will work with the CI-GEF Project Agency to resolve the grievance. This may include filing a claim through Conservation International's Ethics Point Hotline <https://secure.ethicspoint.com> or with the Director of Compliance (DOC) who is responsible for the CI Accountability and Grievance Mechanism and who can be reached at: Director of Compliance, Conservation International 2011 Crystal Drive, Suite 500 Arlington, VA 22202, USA.

SECTION III: Scope

What grievances are eligible and would be received? Will the grievance be screened to ensure it is related to the GEF/GCF project?

Grievances will be screened for eligibility by the Project Strategist applying the following criteria:

1. Only grievances relating to the GEF project that BfN is executing will be processed;
2. Only grievances received in writing (letter or email) will be processed;
3. Submitted by or on behalf, of a person or people, affected by the project or program; and
4. Raises potential issues relating to compliance with the GEF's Minimum Standards on Environmental and Social Safeguards and Gender Policy.

Complainants should provide as much detail as possible to facilitate investigation of the complaint. To facilitate processing the grievance, the written complaint should preferably include the following information:

1. Complainant's name, address, telephone number, fax number and email address if available.
2. Description of the GEF project or program concerned;
3. The harm that is, or may be resulting from failures or omissions by the GEF project and/or the project executing organizations or subgrantees;
4. The names (if known) of relevant GEF policies or procedures that were/are being allegedly breached;
5. List actions taken to solve the issue at stake, including previous contacts with Business for Nature;
6. Reasonably detailed description of explanations received by and (if any) actions proposed to complainant(s), and why these are not considered satisfactory by the complainant(s);
7. List of supporting documents and attachments, as appropriate.

Other grievances will be considered ineligible if there is not a clear connection to the project (e.g. spam submissions), do not provide follow up or contact information, do not have the authority to represent the grievant, or do not articulate their grievances. If the initial grievance is missing the above information, the Project Strategist may follow up with the grievant to request it.

How will the mechanism ensure transparency and fairness?

All grievances will be treated equally and assigned a unique grievance ID number by the Project Strategist which will be used to refer to the grievance throughout the resolution process, and help ensure confidentiality. The Project Strategist will submit quarterly updates to the CI-GEF on grievance submissions that will include information on the number/type grievances and response to each submission. Complaints may be submitted in the grievant native language.

Will the mechanism receive anonymous grievance?

The AGM process is oriented to direct dialogue and resolution of grievances. The Project Strategist will record eligible anonymous grievances in a quarterly report to the CI-GEF, and will make reasonable efforts to take action to address the grievance. However, should anonymity preclude the PM from addressing the grievance, it shall be recorded in the quarterly report to CI-GEF but will not pursue a resolution process given the lack of contact information of the Afflicted Party.

How will the mechanism deal with confidentiality?

The source of the complaint is treated with confidentiality, unless the complainant waives confidentiality. Only the Project Strategist will see grievance submissions and will keep any personally identifiable information secure. The Project Strategist will assign a unique ID number to each grievance which will be used to refer to the grievance throughout the resolution process. Since this complaints process is oriented toward direct dialogue and engagement among all parties, there is a risk that confidentiality may limit efforts to resolve complaints. Complainants will be informed if confidentiality is impeding the process by the Project Strategist and will have the option to wave confidentiality. If the complainant refuses to share information and the Project Staff deems the grievance unsolvable without information, the grievance may be closed but will be included in the report to the CI-GEF.

How will the project protect grievants from retaliation for submitting a grievance?

While the AGM process is oriented to direct dialogue and resolution of grievances, the Project Strategist will record eligible anonymous grievances. Where the Afflicted Party is not anonymous, grievances will be addressed promptly and constructively. The Project Strategist will widely disseminate this AGM and raise awareness as to what is considered retaliation and the zero tolerance policy of the project towards retaliation, as well as actively foster a culture across the project whereby raising concerns is valued. How will the mechanism ensure that both women and men feel comfortable accessing it? How does the project cater for other vulnerable groups, such as youth or elderly, or those who speak a minority language?

A grievant form will be posted on the Business for Nature website, to ensure easy access to all project stakeholders, and ensure that required information for a grievance to be eligible is clearly identified. As stated earlier, an email (help@businessfornature.org) will be created and managed by the Project Strategist which will be based at Business for Nature. The email will field all grievances and will also be provided to all stakeholders engaged through the project. Complaints may be submitted in the grievant native language.

SECTION IV: Awareness and Accessibility

How and when will the project disseminate¹²⁰ the AGM to stakeholders? How would it be

The AGM will be posted on the project's website and will be presented to project stakeholders during the project's inception meeting. A summary of the AGM with key

¹²⁰ 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.

communicated to stakeholders that speak a different language, might be illiterate, are in hard to reach places or other vulnerable groups such as women?

Name and designation of person(s) where grievances can be addressed to:

Email:

Website/software application:

Radio Frequency, if applicable:

Other¹²¹:

references, including email created to field all grievances, will be translated in local languages for the four key project geographies.

Moreover, contact information of Business for Nature, CI, and the GEF will be made publicly available to all involved stakeholders.

Eva Zabey, Project Strategist

help@businessfornature.org

N/A

N/A

Some grievants in the project areas may not be able to write. However, for the Accountability & Grievance Mechanism to function properly it is essential that there can be a formal record of any grievance made. For this reason, grievances submitted on behalf of others are acceptable under this Accountability & Grievance Mechanism.

SECTION V: Acknowledgment and Follow-up

How will your mechanism acknowledge receipt of the grievance? How long will it take for this receipt to be given to the grievant?

The Project Strategist will acknowledge receipt and—within 10 business days—assess the eligibility of the complaint and provide a response as to whether or not it is eligible, in accordance with the above criteria.

How long will your mechanism take to provide a resolution to the grievant?

If the complaint is eligible, the Project Strategist will notify relevant Project Staff and request a response. The Project Staff will provide a response within 10 business days with information on how it plans to look into the complaint and a time frame for this process. The Project Staff will then begin investigating the matter, with technical support as needed, for example, through investigation of the issues raised and dialogue with the grievant (unless confidentiality is requested) and other concerned parties.

Based on the results, the Project Staff will work with concerned parties to develop an action plan and time frame of steps required to resolve any issues identified. A summary of the concerns raised, actions taken, conclusions reached, follow-up plan, and time frame for completion will be documented and communicated as agreed to by the parties and provided to the Project Strategist. (If confidentiality has been requested, the Project Strategist will then communicate the response to the grievant.)

Do you plan to provide periodic updates throughout the process to the grievant?

Agreed-upon action plans should establish time frames for regular process monitoring toward resolution of the complaint. The Project Strategist will coordinate the monitoring by organizing periodic checks—bringing together the concerned parties and relevant technical advisors for calls, meetings, or other communication on the status of action plans, until they are completed.

SECTION VI: Processing

Describe how your mechanism will process the grievance.

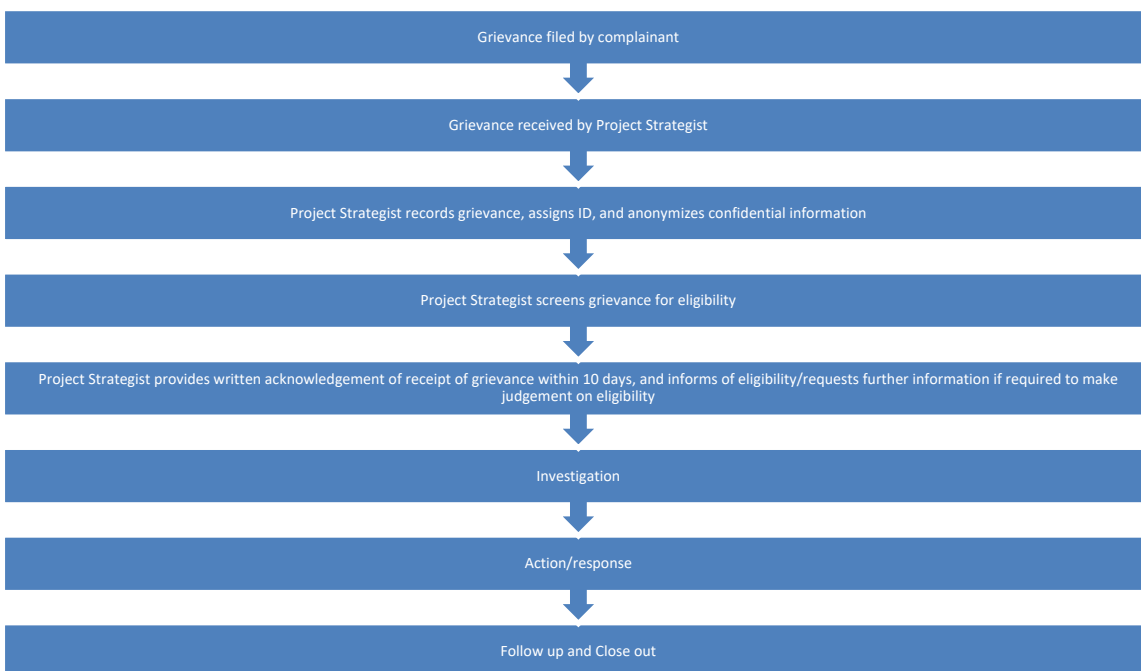
¹²¹ A grievant may not be able to write or have access to telephone/email services, or even travel to your office. Indicate how you plan to accommodate such circumstances.

An email (help@businessfornature.org) will be created and managed by the Project Strategist which will be based at Business for Nature. The Project Strategist will screen grievances for eligibility and acknowledge all grievances within 10 business days of receipt. The Project Strategist will notify relevant Project Staff, requesting a response within 10 business days. Project Staff will work with the Project Strategist to develop an action plan and timeframe to resolve any issues that were identified. The Project Strategist will update the grievant on the planned response and timeline (if applicable) via the grievant's preferred form of communication (in person meeting if local, videoconference, phone call or email) until resolved

How will the grievance be verified? Will there be site visits, face-to-face meeting, etc.
Verification will be done remotely by the Project Strategist.

How will the mechanism deal with grievances that are ineligible?
Complainants with ineligible grievances will be informed of the outcome, and will be either directed to provide further information to further assess eligibility or to other resources as relevant. For instance, it is anticipated that some grievances received through the Accountability & Grievance Mechanism will be expressions of opinions, or requests for support. The Accountability & Grievance Mechanism will attempt to respond to any ineligible grievances by directing them to the appropriate organizations, authorities or other institutions that are better able to respond, but no further action will be taken under the grievance mechanism.

Below is a description of the grievance process:



if the process does not result in resolution of the grievance, or if the grievant prefers, s/he may choose to file a claim through CI's EthicsPoint Hotline at <https://secure.ethicspoint.com>. Alternatively, the grievant may file a claim with the Director of Compliance (DOC) who is responsible for the CI Accountability and Grievance Mechanism and who can be reached at: Director of Compliance, Conservation International 2011 Crystal Drive, Suite 600 Arlington, VA 22202, USA. This information must be contained in the AGM and disseminated to all project stakeholders.

SECTION VII: Documentation

How will grievance be recorded? Will there be a grievant form? Will there be a log book of the grievances received?

How and where would these records be stored? And for how long will they be kept?

How will the personal identifiable information of the grievant be kept secure, and who within the team will have access to it?

As stated above, all grievances will be recorded by the Project Strategist, assigned a unique ID, and reported on a quarterly basis to CI-GEF. Only the Project Strategist will have access to identifiable information from the grievant, unless confidentiality has been waived.

Grievances will be kept for the project duration, or until resolution has been achieved.

SECTION VIII: Monitoring and Reporting

Describe how will you track and ensure that the mechanism is working. It is important to recognize that lack of grievances does not mean that there are none, it may indicate that the mechanism is not working properly. Describe how you will account for this possibility.

The project is expected to report on a quarterly basis (using the CI-GEF Quarterly Reporting template), progress made towards the implementation of the grievance mechanism, including the number of grievances received and the outcome of the grievance process.

On an annual basis and using the CI-GEF Project Implementation Report (PIR) template, the following CI-GEF's minimum indicators are to be reported. The project can include other appropriate accountability and grievance indicators in addition to the CI-GEF's indicators.

Indicator	Baseline	Target
Number of conflict and complaint cases reported to the project's Accountability and Grievance Mechanism	0	2
Percentage of conflict and complaint cases reported to the project's Accountability and Grievance Mechanism that have been resolved	0	100

Person responsible for implementing and monitoring the AGM:

Eva Zabey, Project Strategist

Budget/Resources required:

No additional resources needed

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			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	1. At least half of individuals directly engaged through the project are women		\$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.

ANNEX L STAKEHOLDER ENGAGEMENT PLAN

CI-GEF/GCF PROJECT AGENCY STAKEHOLDER ENGAGEMENT PLAN (SEP)

The Stakeholder Engagement Plan (SEP) outlines the differentiated measures that the Executing Agency/Entity will implement to ensure the effective participation of key project stakeholders, including both men and women and those identified as disadvantaged or vulnerable stakeholders. The level of detail in the SEP will vary; it must be scaled to the scope of the project, numbers of stakeholders involved, and potential risks and impacts present.

The SEP includes a **Stakeholder Analysis** (Section III) to identify all actors who directly or indirectly may affect or be affected by a project and their varying interests. The SEP also outlines stakeholder engagement throughout the project lifecycle, including: **Stakeholder Engagement in PPG/PPF Phase** (Section IV), **Stakeholder Engagement in Implementation Phase** (Section V), and **Monitoring and Reporting** (Section VI). These sections outline the appropriate methods for engagement, including through neutral/third party facilitators, when necessary. They also detail required public disclosure of information on project scope and impacts, a grievance redress mechanism, the budget to complete stakeholder engagement, indicators, and learning throughout the project cycle.

Each revision of the plan requires further disclosure to stakeholders.

SECTION I: Project Information

PROJECT TITLE:	Business Action and Advocacy for the Planet		
GEF/GCF PROJECT ID:		PROJECT DURATION:	24 months
EXECUTING AGENCY/ENTITY:	Business for Nature, hosted at the World Business Council for Sustainable Development (WBCSD)		
PROJECT START DATE:	04/2022	PROJECT END DATE:	03/2024
SEP PREPARED BY:	Business for Nature Sarah Lebel, Baastel		
DATE OF (RE)SUBMISSION TO CI-GEF/GCF:	January 10, 2022		
SEP APPROVED BY:	Ian Kissoon, Director of ESMS, CI-GEF/GCF Agency		
DATE OF CI-GEF/GCF APPROVAL:	January 18, 2022		

SECTION II: Introduction (1 page)

Introduce your Stakeholder Engagement Plan (SEP) by providing a brief context of your project and its

stakeholders¹³⁵, and an overview of your SEP. Include a brief description of circumstances that may impact your stakeholders or their decision making (e.g. conflict, land tenure, etc.). Limit yourself to one page as this section is a summary and provide the details in the body of the SEP.

The objective of this project is to contribute to reversing biodiversity loss through business engagement in driving policy ambition and reducing negative corporate impact, towards a nature positive world by 2030. It will do so through three complementary Components: 1: Business engagement and influence in international nature-related policy agreements; 2: Business engagement to create a business/government dialogue in key geographies; and 3: Business for Nature knowledge management and strategic communications.

The achievement of the project objective is therefore entirely reliant on the full engagement and support of stakeholders across levels and sectors. The table below indicates how the project will impact different stakeholders and conversely, how the stakeholders can affect the project, taking in account risk management. The present SEP shows the steps taken to obtain input from stakeholders during project formulation, to continue building key partnerships for the implementation of the project. The highly participatory process strengthens ownership of the expected results at different levels.

¹³⁵ Stakeholder refers to individuals or groups who: (a) are affected or likely to be affected by the project (project-affected parties); and (b) may have an interest in the project (other interested parties).

SECTION III: Stakeholder Analysis

Stakeholder Name and Function <i>Name of the key stakeholder, and their main purpose/function</i>	Stakeholder's Interest <i>What are the stakeholder's main interests in and concerns about the project?</i>	Impact of Project on Stakeholder <i>How will the stakeholder be affected (both positively and negatively) by the project?</i>	Influence of Stakeholder <i>How can the stakeholder affect the project? Can they hinder or contribute to the success of the project?</i>	Risk Management <i>(Is this a low, medium or high-risk stakeholder? And how would you manage medium/high risk stakeholders)</i>
Government and Local Authorities <i>(Add rows as necessary)</i>				
National Ministries of Environment <i>Governing institution for environmental matters in the country. Also serves as the GEF OFP and oversees GEF projects.</i>	- Alignment with national and regional priorities for nature	<ul style="list-style-type: none"> - Strengthening confidence and raised ambition for nature based on business engagement and advocacy - Increased knowledge of the business/nature linkages and monitoring/reporting systems available - Strengthening confidence and raised ambition for nature based on business engagement and advocacy 	<ul style="list-style-type: none"> - Contribution to the success of the project through regular follow-up - Can contribute to the success of the project 	- Low-risk stakeholder
National delegations to CBD, other MEAs	- Alignment with national and regional priorities for nature	<ul style="list-style-type: none"> - Strengthening confidence and raised ambition for nature based on business engagement and advocacy 	<ul style="list-style-type: none"> - Contribution to the success of the project through regular engagement and advocacy 	- Low-risk stakeholder
National authorities in charge of NBSAP development	- Obtaining greater commitment from business for nature in NBSAPs	- Improved institutional capacity to coordinate and engage business in NBSAP process	<ul style="list-style-type: none"> - Improvement of the coordination between the government actors and businesses as it relates to nature and biodiversity. - Can contribute to the success of the project 	<ul style="list-style-type: none"> - Medium risk stakeholder - Risk for the project: weak institutional capacities for coordination and engagement with business - Improve the efficiency of information sharing between actors
CSOs/NGOs <i>(Add rows as necessary)</i>				
Women in business associations	- Obtaining greater commitment from business for nature and improving their understanding of the changing policy sphere and available tools and methodologies for	<ul style="list-style-type: none"> - Improved understanding on available methodologies and tools, and concrete steps they can take to transform business activities to become nature positive - Expanded network with policymakers, 	<ul style="list-style-type: none"> - Can contribute to the success of the project by expanding reach of knowledge products and campaigns - Can contribute to the success of the project indirectly by stimulating members 	- Low-risk stakeholder

	company-level action for nature	businesses and other actors engaging businesses for nature	to copy positive actions shared by participating companies through project	
Young entrepreneur groups	-Obtaining greater commitment from business for nature and improving their understanding of the changing policy sphere and available tools and methodologies for company-level action for nature	-Improved understanding on available methodologies and tools, and concrete steps they can take to transform business activities to become nature positive -Expanded network with policymakers, businesses and other actors engaging businesses for nature	-Can contribute to the success of the project by expanding reach of knowledge products and campaigns - Can contribute to the success of the project indirectly by stimulating members to copy positive actions shared by participating companies through project	- Low-risk stakeholder
National level business advisory groups	-Obtaining greater commitment from business for nature and improving their understanding of the changing policy sphere and available tools and methodologies for company-level action for nature	-Improved understanding on available methodologies and tools, and concrete steps they can take to transform business activities to become nature positive -Expanded network with policymakers, businesses and other actors engaging businesses for nature	-Can contribute to the success of the project by expanding reach of knowledge products and campaigns - Can contribute to the success of the project indirectly by stimulating members to copy positive actions shared by participating companies through project	- Low-risk stakeholder
Private Sector <i>(Add rows as necessary)</i>				
		- Improved institutional capacity to coordinate and engage business on nature-related policy -Expanded and improved offer of knowledge products for sharing with partner organizations - Strengthened capacity to manage international projects with a variety of stakeholders -Strengthened monitoring and evaluation processes		- Low-risk stakeholder
BfN Coordination Group	- Contributing to reversing biodiversity loss through business engagement in driving policy ambition and reducing negative corporate impact		-Contributes to the success of the project through ensuring adequate management and oversight of the project via the Project Steering Committee	
BfN Strategic Advisory Group	- Improving their understanding of the changing policy sphere and available	-Improved understanding on available methodologies and tools, and concrete	-Contributes to the success of the project through acting as a business sounding	- Low-risk stakeholder

	tools and methodologies for company-level action for nature and contributing to reversing biodiversity loss through business engagement in driving policy ambition and reducing negative corporate impact	steps they can take to transform business activities to become nature positive -Expanded network with policymakers, businesses and other actors engaging businesses for nature	board, providing advice, tests messaging, and promoting the project (e.g. share policy consultations, communications materials & invitations to webinars and events through their channels)	
BfN Partner Organizations (60+)	- Contributing to reversing biodiversity loss through business engagement in driving policy ambition and reducing negative corporate impact	-Improved understanding on available methodologies and tools, and concrete steps they can take to transform business activities to become nature positive -Expanded network with policymakers, businesses and other actors engaging businesses for nature	-Contributes to the success of the project by acting as ambassadors, by encouraging engagement and outreach; by providing inputs and by promoting the work of the project (e.g. share policy consultations, communications materials & invitations to webinars and events through their channels)	- Low-risk stakeholder
20 participating companies	- Accessing unique opportunities for engagement with national and international policymakers and capacity building and knowledge products to identify steps they can take to become nature-positive	- Strengthened capacity to advocate for nature-positive policies in the CBD process at a global level -Strengthened capacity to advocate for nature-positive policies in key UN processes (e.g. UNGA, UNFCCC, Rio+30) -Strengthened capacity to advocate for national level nature-positive policies as part of the CBD post 2020 framework roll-out phase -Improved reputation/public perception through progressive measures for nature and biodiversity -Improved relationships to national	- Contribution to the success of the project through regular engagement and advocacy and through taking concrete steps to become nature-positive	- Low-risk stakeholder

		governments, multilateral environmental authorities, and consulted civil society actors -Improved understanding on available methodologies and tools, and concrete steps they can take to transform business activities to become nature positive		
Local businesses carrying out/interested in nature-positive activities (MSMEs)	- Improving their understanding of the changing policy sphere and available tools and methodologies for company-level action for nature	-Improved understanding on available methodologies and tools, and concrete steps they can take to transform business activities to become nature positive -Expanded network with policymakers, businesses and other actors engaging businesses for nature	-Can contribute to the success of the project by expanding reach of knowledge products and campaigns - Can contribute to the success of the project directly by copying positive actions shared by participating companies through project	- Low-risk stakeholder
Academia <i>(Add rows as necessary)</i>				
Universities and academic groups (e.g. Johan Rockström and the Science Based Targets Network)	- Operating scientific research on business and nature and developing/assessing different methodologies	- Contribution to knowledge generation to be integrated in KM & Communication strategy	- Knowledge of linkages between business and nature and relevant methodologies to be disseminated by the project - Can contribute to the success of the project	- Low-risk stakeholder

SECTION IV: Stakeholder Engagement During PPG/PPF Phase

a.

Stakeholder Names	Dates, Locations and Methods of Engagement ¹³⁶	Outcomes
<i>Name the key stakeholder contacted during PPG in this column. Add rows as necessary.</i>	<i>When and where did you meet? Was it a meeting, consultation, workshop, etc? What steps were taken to seek consent, if needed? How was the engagement documented?</i>	<i>What was the aim/rationale? What was discussed? What decisions were made, if any? How did this contribute to or was captured in the design of the project? How were the contributions of men and women captured, consistent with Gender Action Plan? If/how do they want to be engaged during the implementation phase?</i>
Ministry of Foreign Affairs of Colombia	13/12/2021 – Virtual bilateral meeting	Strong interest in continuing the collaboration with BfN in the next years and open to explore a government-business dialogue at the national level as this is a priority for Colombia
Ministry of Environment of Nigeria	15/12/2021 – Virtual bilateral meeting	Aligned with our position on global advocacy and interest to collaborate on updating their NBSAP as it expired last year. Agreed to share their position and introduce us to their negotiation group.
African Wildlife Foundation	1. 11/8/2021 - Workshop	Support for strategic components, willingness to collaborate. Strong interest in further supporting engagement with the private sector and help corporates meet their environmental targets
Bayer	2. 11/6/2021 – Bilateral meeting	Support for strategic components, willingness to collaborate
Biomimicry 3.8	11/9/2021 – Bilateral meeting	Support for strategic components, willingness to collaborate
Birdlife International	• 11/8/2021 - Workshop	Support for strategic components, willingness to collaborate
BNP Paribas	11/5/2021 – Bilateral meeting	Support for strategic components, willingness to collaborate

¹³⁶ Method of engagement can be face-to-face meeting, telephone call, workshop, consultation, survey, etc.

Burberry	11/9/2021 – Bilateral meeting	Support for strategic components, willingness to collaborate
Capitals Coalition	11/23/2021 - BfN Coordination Group Meeting	Approved results framework and country selection for the project. Willingness to collaborate on all three components, particularly global and national advocacy Strong interest in country level work for the implementation of the Post-2020 Framework and williness to collaborate on supporting companies for their involvement in CBD processes
CBD	Bilateral meeting	
CDP	• 11/8/2021 - Workshop	Simplifying messages strongly resonates with CDP's work on reporting complex environmental targets in a practical way. cross-cutting climate-nature-people is essential
CDSB	• 11/8/2021 - Workshop	Support for strategic components, willingness to collaborate
CEDBS	28/05/21 - Bilateral meeting	Support on global advocacy and knowledge management component
CII	07/06/21 – Bilateral meeting	General support for strategic components, particularly component three on making a louder voice on biodiversity and interconnectedness for business
CISL	11/23/2021 - BfN Coordination Group Meeting	Approved results framework and country selection for the project. Strong support for moving into implementation at the national level
CISL / CLG	3. 11/7/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
EpE	11/23/2021 - BfN Coordination Group Meeting	Strong support for BfN advocacy work. Interest in the technical work and concrete commitments and actions from companies (case studies)

GCCA - Global Cement & Concrete Association	<ul style="list-style-type: none"> 11/8/2021 - Workshop 	Support for strategic components, willingness to collaborate
Global Commons Alliance	<ul style="list-style-type: none"> 11/8/2021 – Bilateral meeting 	Support for strategic components, willingness to collaborate
GSK	11/6/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
Holcim	1. 11/8/2021 - Workshop & bilateral meeting;	Support for strategic components, willingness to collaborate
ICC	11/23/2021 - BfN Coordination Group Meeting	Strong support to BfN's work on global advocacy and interest in the national engagement for the implementation of the Framework
IDH	11/6/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
IKEA	11/5/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
IMPAX Asset Management	11/9/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
IUCN	11/23/2021 - BfN Coordination Group Meeting	
MAVA Foundation	Emails 19 November 2021 and 6 December 2021; Call on 10 December 2021.	Overall support and happy to send in co-financing letter

Natura & Co	11/5/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
Nature4Climate, WEF	2. 11/8/2021 - Workshop & bilateral meeting;	Support for strategic components, willingness to collaborate on simplifying the landscape and available tools and material for companies
Nestlé	11/6/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
Porticus	3. Email 19 November; Call on 9 December 2021.	Overall support and happy to send in co-financing letter
PwC	4. 11/8/2021 - Workshop & bilateral meeting;	Support for strategic components, willingness to collaborate
Sainsbury's	11/7/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
SBTN	11/7/2021 Bilateral meeting	Support for strategic components, willingness to collaborate. SBTN & BfN ToC is the same, just BfN comes in with the closing ambition loop on policy
Sky Group	11/8/2021 - Workshop	Support for strategic components, willingness to collaborate, particularly on advocacy
Suzano	11/9/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
The B Team	11/8/2021 - Workshop	Support for strategic components, willingness to collaborate

TNC	11/23/2021 - BfN Coordination Group Meeting	General support and willingness to collaborate on business engagement, be inclusive with all companies at any point of their nature journey. Willing to share experience working at the national level and with local governments
TNFD	11/5/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
Tropical Forest Alliance	11/4/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
UNEP-WCMC	11/8/2021 - Workshop	Support for strategic components, willingness to collaborate
Unilever	11/7/2021 Bilateral meeting	Support for strategic components, willingness to collaborate
Walmart	5. 11/8/2021 - Workshop & bilateral meeting;	Support for strategic components, willingness to collaborate
WBCSD	11/23/2021 - BfN Coordination Group Meeting	Approved results framework and country selection for the project. Challenges raised: amount of different information and companies get lost. Important to create engaging and comprehensible materials to clarify complex things
We Mean Business	11/23/2021 - BfN Coordination Group Meeting	Approved results framework and country selection for the project. Support for BfN's work on global advocacy and highlighted importance to move from policy to implementation and action. Does not have to be always aligned with climate
World Economic Forum	11/23/2021 - BfN Coordination Group Meeting	Approved results framework and country selection for the project

World Ocean Council	6.	11/8/2021 - Workshop	Support for strategic components, willingness to collaborate
	7.	11/8/2021 - Workshop & bilateral meeting;	Approved results framework and country selection for the project. Strong support on communicating success and championing BfN's work, willingness to collaborate during the project implementation phase
WWF	8.	11/23/2021 - BfN Coordination Group Meeting	

b. Project Disclosure

Disclosing project information is essential for meaningful consultation on project design and for stakeholders to understand the potential opportunities of the project, and the risks and impacts of the project.

Confirm that the following information was shared with stakeholders in a timely manner and in an appropriate form and language during the PPG/PPF Phase:

Information

- ☒ The purpose, nature and scale of the project
- ☒ The duration of proposed project activities
- ☒ Information from the environmental and social safeguard screening process, regarding potential risks and impacts of the project on stakeholders, including:
 - Proposals for mitigating risks and impacts
 - Potential risks and impacts that might disproportionately affect vulnerable and disadvantaged groups
 - Description of differentiated measures to be taken to avoid and minimize disproportionate risks and impacts
- ☒ The proposed stakeholder engagement process, highlighting ways in which stakeholders can participate and contribute during project design and/or implementation
- ☒ The time and venue of proposed public consultation meetings, and the process by which meetings will be notified, summarized and reported
- ☒ The process and means by which grievances can be raised and addressed

When, How and Where this was shared?

- Workshops; bilateral meetings; in writing to the BfN Coordination Group
- Workshops; bilateral meetings; in writing to the BfN Coordination Group
- Workshops; bilateral meetings; in writing to the BfN Coordination Group
- Workshops; bilateral meetings; in writing to the BfN Coordination Group
- Workshops; bilateral meetings; in writing to the BfN Coordination Group
- Workshops; bilateral meetings; in writing to the BfN Coordination Group

c. Reporting of Indicators During PPG/PPF

Number (and name) of stakeholder groups involved in project design and preparation process

48+

Ministry of Foreign Affairs of
Colombia
Ministry of Environment of
Nigeria
African Wildlife Foundation
Bayer
Biomimicry 3.8
Birdlife International
BNP Paribas
Burberry
Capitals Coalition
CBD
CDP
CDSB
CEDBS
CII
CISL
CISL / CLG
EpE
GCCA - Global Cement &
Concrete Association
Global Commons Alliance
GSK
Holcim
ICC
IDH
IKEA
IMPAX Asset Management
IUCN
MAVA Foundation
Natura & Co
Nature4Climate, WEF
Nestlé
Porticus (Benevolentia)
PwC
Sainsbury's
SBTN
Sky Group
Suzano
The B Team
TNC
TNFD
Tropical Forest Alliance
UNEP-WCMC

Number of people who have been involved in the project design and preparation process

Number of engagements (meetings, workshops, consultations, etc) with stakeholders during PPG phase

Unilever
Walmart
WBCSD
We Mean Business
World Economic Forum
World Ocean Council
WWF

Men: 25

Total: 59

Women: 34

One BfN coordination group meeting, one workshop, 30 bilateral meetings (in-person and phone)

d. Lessons Learned during PPG/PPF:

What went well and did not go well during the stakeholder engagements? What would you continue to do or do differently during implementation phase to have better stakeholder engagements?

During the PPG we conducted several bilateral meetings and a workshop with key partners, governments and relevant initiatives working with business and biodiversity. We noticed the increasing interest from the international community to progress on the business and nature agenda globally and the willingness from NGOs, business associations and governments to add to existing efforts and align messages.

Many partners highlighted the importance of working with the global south on implementation. During the implementation phase, we will ensure we expand our network and audience to make sure we effectively communicate to the relevant stakeholders so we leave no one out of the conversation. It is essential to integrate the views and perspectives of developing countries because nature protection must be a global effort.

We also learnt that governments appreciate to hear directly from businesses on their interests, concerns and actions they are taking on nature. During the implementation phase, we will promote the participation of companies in as many meetings, webinars and workshops as possible to increase credibility.

SECTION V: Stakeholder Engagement in the Implementation Phase

Stakeholder Name	Method of Engagement	Location and Frequency	Resources Required	Budget
<i>Name the key stakeholder and group type to be engaged. Add columns as necessary.</i>	<i>How will you involve and engage this stakeholder? (meeting, consultation, workshop, discussion, etc)</i> <i>What special measures would be taken to include disadvantaged/vulnerable individuals/groups? (e.g. women, minorities, elderly, youth, etc.)?</i> <i>What steps would be taken to seek consent, if needed.</i> <i>Who will engage the stakeholders e.g. project staff, facilitators, etc.?</i> <i>Reminder: Disclosure of project information continues throughout implementation so be sure to cater for this.</i>	<i>Where and When will you engage with this stakeholder?</i>	<i>What materials (presentations, websites, brochures, surveys, translation) are needed?</i> <i>What personnel are needed to lead and monitor these engagements?</i>	<i>How much will this engagement cost? Consider resources required, staff, transportation, etc.</i>
Project Steering Committee/BfN Coordination Group (CI-GEF, World Economic Forum, WBCSD, ICC, We Mean Business, Capitals Coalition, WWF, IUCN, The Nature Conservancy, CISL, Confederation of Indian Industry and EpE – Entreprises pour l’environnement.	Inception workshop	Location tbd Once		Included in project budget
	Steering Committee meetings	Location tbd Once per year	- Presentations - Project documents (work plans, budgets, deliverables)	Included in project budget
	Terminal evaluation	In-person interviews during visits At end of project		Included in project budget

GEF Operational Focal Points for Colombia, South Africa, India, Malaysia	Final workshop	Online Once		No-cost associated
	Inception workshop	Location tbd Once		Included in project budget
	Terminal evaluation	In-person interviews during visits		Included in project budget
	Closing workshop	At end of project Online Once		No-cost associated
	Baseline Institutional Capacity Assessment	NA		Included in project budget
Ministries of Environment	Regular roundtables between the advisory groups, businesses and national governments.	Location tbd 12 in total (4 in Y1, 8 in Y2)		Included in project budget
	Webinar in the local language of a participating country, co- organized with a company that leads set-up of event with government counterparts of the country	2 in total (1 in Y1, 1 in Y2)		Included in project budget
	Multi-stakeholder events on the role of business in driving policy ambition on nature together with businesses, government and engaging notably indigenous groups, women and youth	4 in total (1 in Y1, 3 in Y2) online	- Presentations - Project documents (work plans, budgets, deliverables) Briefing notes	Included in project budget
	Development of business biodiversity action plans between governments and national business advisory groups to support the implementation of the business-related targets of the CBD Post-2020 GBF in key geographies	NA		Included in project budget

	Reception of high-level nature-related policy suggestions and messaging co-developed by BfN partners and businesses	1 in Y2 online		Included in project budget
	Bilateral meetings between BfN partners, businesses and key UN processes/MEA national delegations	Location and frequency tbd		Included in project budget
National delegations to CBD, other MEAs	Technical webinars for the 20 companies and possibly others to engage directly with CBD negotiators and to allow them to provide examples of how a transformative CBD Post-2020 GBF can help accelerate business action and to present concrete suggestions for an enabling environment.	4 in total (2 in Y1, 2 in Y2) online	<ul style="list-style-type: none"> - Presentations - Project documents (work plans, budgets, deliverables) 	Included in project budget
	Engage with the BfN delegation and 20 businesses accompanying them to the COP15 and COP16	NA	Briefing notes High-level nature-related policy suggestions and messaging	Included in project budget
	Bilateral meetings between BfN partners, the participating companies and CBD national delegations of all countries the participating businesses have headquarters in target countries	Location and frequency tbd		Included in project budget
National authorities in charge of NBSAP development	Baseline Institutional Capacity Assessment	NA	<ul style="list-style-type: none"> - Presentations - Project documents (work plans, budgets, deliverables) 	Included in project budget

BfN Strategic Advisory Group	Workshop for companies to discuss & identify practical, tangible steps to advocate for nature policies in the context of their country/ies	1 in Y1	- Presentations - Project documents (work plans, budgets, deliverables)	Included in project budget
	Consultation for the production of a country-specific and in-depth review of existing guidance and material available on business and nature, including case studies of best practices	NA	- Presentations - Project documents (work plans, budgets, deliverables)	Included in project budget
	Invitation to coalition: global business “kick-starting action” campaign	NA	Promotion material related to case studies and campaign	Included in project budget
	Promotion of case studies via company networks, BfN partners, initiatives and projects with experience and expertise in the area (e.g. SBTN, WBCSD, GCA, World Economic Forum, etc.)	NA		Included in project budget
	Co-development between BfN partners and businesses of high-level nature-related policy suggestions and messaging going into CBD processes, key political moments and MEAs (e.g. UNFCCC, UNCCD)	NA	- Presentations - Project documents (work plans, budgets, deliverables)	Included in project budget
BfN Partner Organizations (60+)	Bilateral meetings between BfN partners, businesses and key UN processes/MEA national delegations	Location and frequency tbd	Promotion material related to case studies and campaign	Included in project budget
	Bilateral meetings between BfN partners, the participating companies and CBD national delegations of all countries the participating businesses have headquarters in target countries	Location and frequency tbd	Briefing notes	Included in project budget
	Consultation for the production of a country-specific and in-depth review of existing guidance and material available on business and	NA		Included in project budget

	nature, including case studies of best practices			
	Participation in knowledge sharing and exchange events presenting the steps companies can and must take to reverse nature loss, including case studies of best practices	2 in total (1 in Y1, 1 in Y2) online		Included in project budget
	Invitation to coalition: global business “kick-starting action” campaign	NA		Included in project budget
	Outreach to leading companies that implemented actions for nature (impact and dependency measurement methodologies, disclosure and reporting methods, SBT etc.) to inquire interest in performing a case study	NA		Included in project budget
	Promotion of case studies via company networks, BfN partners, initiatives and projects with experience and expertise in the area (e.g. SBTN, WBCSD, GCA, World Economic Forum, etc.)	NA		Included in project budget
Participating companies	Regular roundtables between the advisory groups, businesses and national governments	Location tbd 12 in total (4 in Y1, 8 in Y2)	- Presentations - Project documents (work plans, budgets, deliverables)	Included in project budget
	Workshop for companies to discuss & identify practical, tangible steps to advocate for nature policies in the context of their country/ies	1 in Y1		Included in project budget
	Baseline Institutional Capacity Assessment	Location tbd	Promotion material related to case studies and campaign	Included in project budget
	Multi-stakeholder events on the role of business in driving policy ambition on nature together with businesses, government and	4 in total (1 in Y1, 3 in Y2) online	Briefing notes Various depending on support and	Included in project budget

engaging notably indigenous
groups, women and youth

capacity building
provided

Co-development between BfN
partners and businesses of high-
level nature-related policy
suggestions and messaging going
into CBD processes, key political
moments and MEAs (e.g.
UNFCCC, UNCCD)

NA

Included in project
budget

Provide business messengers (best
CEOs, particularly women CEOs) to
share messages at the highest
political level, such as at key
events and through closed door
meetings

NA

Included in project
budget

Bilateral meetings between BfN
partners, businesses and key UN
processes/MEA national
delegations

Location and
frequency tbd

Included in project
budget

Bilateral meetings between BfN
partners, the participating
companies and CBD national
delegations of all countries the
participating businesses have
headquarters in target countries

Location and
frequency tbd

Included in project
budget

Webinar in the local language of a
participating country, co-
organized with a company that
leads set-up of event with
government counterparts of the
country

2 in total (1 in
Y1, 1 in Y2)

Included in project
budget

Technical webinars for the 20
companies and possibly others to
engage directly with CBD
negotiators and to allow them to
provide examples of how a
transformative CBD Post-2020
GBF can help accelerate business

4 in total (2 in
Y1, 2 in Y2)
online

Included in project
budget

action and to present concrete suggestions for an enabling environment

Support to publish op-eds by their CEOs addressing the CBD in which the importance of an ambitious CBD Post-2020 GBF for business is highlighted and include concrete suggestions for enabling business action for nature in specific sectors the company represents

NA

Included in project budget

Join the BfN delegation to the COP15 and COP16 for in-person advocacy and engagement with CBD negotiators

2 in total (1 in Y1, 1 in Y2)
China and tbd

Included in project budget

Consultation for the production of a country-specific and in-depth review of existing guidance and material available on business and nature, including case studies of best practices

NA

Included in project budget

Participation in knowledge sharing and exchange events presenting the steps companies can and must take to reverse nature loss, including case studies of best practices

2 in total (1 in Y1, 1 in Y2)
online

Included in project budget

Capacity-building/trainings/etc on available methodologies and how to integrate into strategies and action plans

4 in Y2
Location tbd

Included in project budget

Invitation to coalition: global business “kick-starting action” campaign

NA

Included in project budget

Outreach to leading companies that implemented actions for nature (impact and dependency measurement methodologies, disclosure and reporting methods, SBT

NA

Included in project budget

	etc.) to inquire interest in performing a case study			
	Promotion of case studies via company networks, BfN partners, initiatives and projects with experience and expertise in the area (e.g. SBTN, WBCSD, GCA, World Economic Forum, etc.)	NA		Included in project budget
	Establishment and/or capacity-building activities/trainings/workshops/etc to support them to guide governments in implementing business-related targets of the CBD Post-2020 GBF	NA		Included in project budget
National level business advisory groups	Regular roundtables between the advisory groups, businesses and national governments	Location tbd 12 in total (4 in Y1, 8 in Y2)	Presentations - Project documents (work plans, budgets, deliverables)	Included in project budget
	Development of business biodiversity action plans between governments and national business advisory groups to support the implementation of the business-related targets of the CBD Post-2020 GBF in key geographies	NA	Briefing notes Various depending on support and capacity building provided	Included in project budget
	Consultation for the production of a country-specific and in-depth review of existing guidance and material available on business and nature, including case studies of best practices	NA		Included in project budget
Local businesses carrying out/interested in nature-positive activities (MSMEs)	Participation in knowledge sharing and exchange events presenting the steps companies can and must take to reverse nature loss, including case studies of best practices	2 in total (1 in Y1, 1 in Y2) online	Presentations - Project documents (work plans, budgets, deliverables)	Included in project budget

CSOs/NGOs	Webinar in the local language of a participating country, co-organized with a company that leads set-up of event with government counterparts of the country	2 in total (1 in Y1, 1 in Y2)	Promotion material related to case studies and campaign	Included in project budget
	Invitation to coalition: global business “kick-starting action” campaign	NA	Various depending on support and capacity building provided	Included in project budget
	Promotion of case studies via company networks, BfN partners, initiatives and projects with experience and expertise in the area (e.g. SBTN, WBCSD, GCA, World Economic Forum, etc.)	NA		Included in project budget
	Multi-stakeholder events on the role of business in driving policy ambition on nature together with businesses, government and engaging notably indigenous groups, women and youth	4 in total (1 in Y1, 3 in Y2) online		Included in project budget
	Collection of input from stakeholders advocating for ambitious policy on nature (e.g., NGOs, academia, youth, indigenous, women and faith communities) to inform the business biodiversity action plans	NA	Presentations - Project documents (work plans, budgets, deliverables)	Included in project budget
	Participation in knowledge sharing and exchange events presenting the steps companies can and must take to reverse nature loss, including case studies of best practices	2 in total (1 in Y1, 1 in Y2) online	Promotion material related to case studies and campaign	Included in project budget
	Webinar in the local language of a participating country, co-organized with a company that leads set-up of event with	2 in total (1 in Y1, 1 in Y2)	Briefing notes Various depending on support and capacity building provided	Included in project budget

	government counterparts of the country			
	Invitation to coalition: global business “kick-starting action” campaign	NA		Included in project budget
	Promotion of case studies via company networks, BfN partners, initiatives and projects with experience and expertise in the area (e.g. SBTN, WBCSD, GCA, World Economic Forum, etc.)	NA		Included in project budget
	Multi-stakeholder events on the role of business in driving policy ambition on nature together with businesses, government and engaging notably indigenous groups, women and youth	4 in total (1 in Y1, 3 in Y2) online		Included in project budget
Indigenous peoples	Webinar in the local language of a participating country, co-organized with a company that leads set-up of event with government counterparts of the country	2 in total (1 in Y1, 1 in Y2)	Presentations - Project documents (work plans, budgets, deliverables)	Included in project budget
	Collection of input from stakeholders advocating for ambitious policy on nature (e.g., NGOs, academia, youth, indigenous, women and faith communities) to inform the business biodiversity action plans	NA		Included in project budget
Academia	Multi-stakeholder events on the role of business in driving policy ambition on nature together with businesses, government and engaging notably indigenous groups, women and youth	4 in total (1 in Y1, 3 in Y2) online	Presentations - Project documents (work plans, budgets, deliverables)	Included in project budget

Webinar in the local language of a participating country, co-organized with a company that leads set-up of event with government counterparts of the country	2 in total (1 in Y1, 1 in Y2)	Promotion material related to case studies and campaign	Included in project budget
Collection of input from stakeholders advocating for ambitious policy on nature (e.g., NGOs, academia, youth, indigenous, women and faith communities) to inform the business biodiversity action plans	NA		Included in project budget
Promotion of case studies via company networks, BfN partners, initiatives and projects with experience and expertise in the area (e.g. SBTN, WBCSD, GCA, World Economic Forum, etc.)	NA		Included in project budget

SECTION VI: Monitoring and Reporting

The project will report on a quarterly basis (using the CI-GEF Quarterly Reporting template), progress made towards the implementation of the SEP.

On an annual basis and using the CI-GEF Project Implementation Report (PIR) template, the following CI-GEF's minimum indicators are to be reported. The project can include other appropriate stakeholder engagement indicators in addition to the CI-GEF's indicators.

Indicator	Baseline		Target	
	<i>Men</i>	<i>Women</i>	<i>Men</i>	<i>Women</i>
Number of people (sex disaggregated) that have been involved in project implementation phase (on an annual basis)	25	34	3653	3653
Number of stakeholder groups (government agencies, civil society organizations, private sector, indigenous peoples and others) that have been involved in the project implementation phase (on an annual basis)	48		100	
Number of engagements (meetings, workshops, consultations, etc.) with stakeholders during the project implementation phase (on an annual basis).	30		13 workshops (Y1) 21 workshops (Y2) and 60 bilateral meetings per year	

Person responsible for implementing and monitoring the SEP:

TBD; Project Manager

How/Where will the approved SEP be disclosed¹³⁷:

The SEP will be made available on the BfN website. It will also be distributed during the project inception workshop.

When will the approved SEP be disclosed:

At the launch of the project.

¹³⁷ 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.

ANNEX M: PROJECT RESULTS MONITORING PLAN

Indicators	Metrics	Methodology	Baseline	Location	Frequency	Responsible Parties
Indicator a: GEF Core Indicator 11 Number of direct project beneficiaries disaggregated by gender as co-benefit of GEF investment	Number of individuals, disaggregated by gender	Count of total direct beneficiaries engaged in project	0	Global	Annually	BfN
Indicator 1.1: Number of statements and/or policy recommendations related to nature positive policy made by businesses supported by BfN at global and national levels	Number of statements and/or policy recommendations related to nature positive policy made by businesses	Monitoring of statements and/or policy recommendations related to nature positive policy made by businesses directly supported by BfN during project implementation in global and national key biodiversity processes	0	Global	Annually	BfN
Indicator 1.1.1: Number of companies supported to advocate for nature-positivity in key UN processes (e.g. UNGA, UNFCCC, Rio+30)	Number of companies supported to advocate for nature-positivity in key UN processes (e.g. UNGA, UNFCCC, Rio+30)	Monitoring of businesses directly engaged by BfN to advocate to key UN processes	0	Global	Annually	BfN
Indicator 1.1.2: Number of companies supported to advocate for nature-positivity in CBD process at a global level	Number of companies supported to advocate for nature-positivity	Monitoring of business engagement by BfN, including timing, type of engagement, level of interaction, etc.	0	Global	Annually	BfN

	in CBD process at a global level					
Indicator 1.1.3: Number of companies supported to advocate at a national level for nature-positive policies as part of the CBD post 2020 framework roll-out phase	Number of companies supported to advocate for national level nature-positive policies as part of the CBD post 2020 framework roll-out phase	Monitoring of business engagement by BfN, including timing, type of engagement, level of interaction, etc.	0	<i>Global</i>	<i>Annually</i>	BfN
Indicator 2.1: Degree to which the capacity of targeted governments is strengthened to coordinate and engage on issues related to business action for nature	Capacity score of each government (out of a maximum of 4: Low capacity = 1; Basic Capacity = 2; Moderate Capacity = 3; Strong Capacity = 4)	The project will develop a custom capacity assessment tool for monitoring and evaluation, which may be derived from similar questionnaire-based tools.	A Baseline Institutional Capacity Assessment will be conducted at the project inception stage to define the baseline level of capacity of targeted governments to coordinate and engage on issues related to business action for nature, and in particular the NBSAP process.	<i>Global</i>	<i>Start and end of project</i>	BfN
Indicator 2.1.1: Number of national-level business advisory groups having received support to act as advocacy platform for nature positivity.	Number of national-level business advisory groups having received direct support through the project	Monitoring of business and government engagement by BfN, including timing, type of engagement, level of interaction, etc.	0	<i>Global</i>	<i>Annually</i>	BfN

Indicator 2.1.2: Number of business biodiversity actions plans as part of NBSAPs developed	Number of business biodiversity actions plans supported by the project activities	Monitoring of the advancement and delivery of business biodiversity action plans	0	<i>Global</i>	<i>Annually</i>	BfN
Indicator 3.1: Level of shared language on nature among companies ¹³⁸ directly engaged by BfN	Number of times key words related to nature positive journeys of companies are used in their communication (e.g. biodiversity, conservation, etc)	Word search of websites of a representative sample of businesses accessing knowledge products/engagement activities at start and end of project to measure the level of adoption of key terms such as nature-positivity through project activities	Baseline level of use of nature-positive language by a sample of targeted companies to be determined at project launch (see methodology).	<i>Global</i>	<i>Start and end of project</i>	BfN
Indicator 3.1.1: Number of BfN business knowledge management and communication strategies developed and implemented	Number of KM and communication strategies	Tracking of the delivery of the KM and communication strategy	0	<i>Global</i>	<i>Annually</i>	BfN
Indicator 3.1.2: Number of global business “kick-starting action” campaign to enhance business engagement in climate and nature developed and executed.	Campaign activities	Monitoring of the campaign activities progress	0	<i>Global</i>	<i>Annually</i>	BfN

¹³⁸ [Level of shared language among group members | Knowledge Management Indicator Library \(globalhealthknowledge.org\)](#); It is proposed to do a word search of websites of a representative sample of businesses accessing knowledge products/engagement activities at start and end of project to measure the level of adoption of key terms such as nature-positivity through project activities.

Indicator 3.1.3: Number of national case studies.	Number of national case studies	Monitoring of the progress and delivery of national case studies	0	Global	Annually	BfN
<i>Gender Mainstreaming Plan</i>						
Indicator 1.1: Number of men and women who participated in project activities (e.g. meetings, workshops, consultations).	Number of men and women in all meetings, workshops, consultations for project.	Monitoring of participation, including through lists of participants.	0	Global	Annual	BfN
Indicator 1.2: Number of men and women who received direct benefits (e.g., training, leadership roles) from project interventions	Number of men and women receiving direct benefits from project related activities, including involvement in national business advisory groups	Monitoring of level of participation/type of benefits	0	Global	Annual	BfN
Indicator 1.3: Number of high-level statements, action plans, policy recommendations, and other communication and training materials derived from the project that include gender considerations	Number of communication and knowledge products, as well as policies and action plans, derived from the project that include gender considerations	Monitoring of contents of high-level statements, action plans, and/or policy recommendations, as well as all project communication and knowledge products	0	Global	Annual	BfN
Indicator 1.4: Number of BfN project staff, steering	Number of men and women in project	Monitoring of staff gender disaggregated data	Baseline to be determined at project launch.	Global	Annual	BfN

committee members, disaggregated by gender.	staff/committee members					
<i>Stakeholder Engagement Plan</i>						
Indicator 1.1: Number of people (gender disaggregated) that have been involved in project implementation phase (on a quarterly basis).	Number of people involved directly in workshops, meetings, trainings, roundtables, etc.	Monitoring of participation in all events, including from lists of participants.	0	Global	Quarterly	<i>BfN</i>
Indicator 1.2: Number of stakeholder groups (government agencies, civil society organizations, private sector, indigenous peoples, and others) that have been involved in the project implementation phase (on an annual basis).	Number of stakeholder groups involved directly in workshops, meetings, trainings, roundtables, etc.	Monitoring of participation in all events, including from lists of participants.	0	Global	Annual	<i>BfN</i>
Indicator 1.3: Number of engagements (meetings, workshops, consultations, etc.) with stakeholders during the project implementation phase (on an annual basis).	Number of workshops, meetings, trainings, roundtables, high-level events, etc.	Monitoring of all events, including from press releases, event reports, etc.	0	Global	Annual	<i>BfN</i>
<i>Accountability and Grievance Mechanism</i>						
Indicator 1.1: Number of conflict and complaint cases reported to the project's Accountability and Grievance Mechanism.	Number of conflict and complaint cases reported to	Ongoing monitoring of grievance mechanism.	0	Global	Every 6 months	<i>BfN</i>

	grievance mechanism.					
Indicator 1.2: Percentage of conflict and complaint cases reported to the project's Accountability and Grievance Mechanism that have been resolved.	Number of resolved cases of grievance and/or conflict	Tracking of resolution of grievances and conflicts and reporting.	0	Global	Every 6 months	<i>BfN</i>

ANNEX N: CO-FINANCING COMMITMENT LETTERS



Dr. Miguel Morales,
Senior Vice President, CI-GEF Project Agency
2011 Crystal Drive, Suite 600
Arlington, Virginia 22202
USA

Subject: Co-Financing support for “Business action and advocacy for the planet”

Dear Dr. Morales,


On behalf of Porticus, I am pleased to inform you that Stichting Benevolentia plans to contribute USD 500,000 in co-financing from non-GEF funding in support of the GEF project titled ‘Business action and advocacy for the planet’.

This co-financing will support additional funding for components 1,2 and 3 during the period of performance, currently estimated from 1 April 2022 to 30 June 2024. Specifically, the co-financing will cover staff time, meeting costs, expert consultancy, communication costs and travel expenditures to support the implementation of the project activities.

This contribution as described above is intended to qualify as grant co-financing should the project proposal be successful.

We look forward to continued partnership for the implementation of this project.

Sincerely,


Name: N. Levitus
Authorised signatory
Date: 03/12/2021



Dr. Miguel Morales
Senior Vice President, CI-GEF Project Agency
2011 Crystal Drive, Suite 600
Arlington, Virginia 22202
USA

Martin Lok
Capitals Coalition
Bezuidenhoutseweg 2
2594 AV
's Gravenhage
Netherlands

The Hague, 7 December 2021

Co-Financing support for "Business action and advocacy for the planet"

Dear Dr. Morales,

On behalf of the Capitals Coalition, I am pleased to inform you that the Capitals Coalition plans to contribute USD 320,000 in co-financing from non-GEF funding in support of the GEF project titled 'Business action and advocacy for the planet'.

During the period of performance, currently estimated from 1 April 2022 to 30 June 2024, this co-financing will support for the Capitals Coalition's contribution to the following Business for Nature activities:

1. Business engagement and influence in international nature-related policy agreements,
2. Business engagement to create a business/government dialogue in key geographies, and
3. Business for Nature knowledge management and strategic communications.

Specifically, the co-financing will cover staff time, meeting costs, expert consultancy, communication costs, travel expenditures etc. to support the implementation of the project activities.

Stichting Capitals Coalition, 2 Bezuidenhoutseweg, 2594 'AV-'s Gravenhage, Netherlands
<http://www.capitalscoalition.org/>



This contribution as described above is intended to qualify as in-kind co-financing should the project proposal be successful.

We look forward to continued partnership for the implementation of this project.

Sincerely,

A handwritten signature in blue ink, consisting of a stylized 'M' followed by a long, sweeping horizontal stroke.

Martin Lok

Executive Director



December 15, 2021



Dr. Miguel Morales,
Senior Vice President, CI-GEF Project Agency
2011 Crystal Drive, Suite 600
Arlington, Virginia 22202
USA

Subject: Co-Financing support for "Business action and advocacy for the planet"

Dear Dr. Morales,

On behalf of the World Business Council for Sustainable Development (WBCSD), I am pleased to inform you that WBCSD plans to contribute **USD 1,200,000** in co-financing from non-GEF funding in support of the GEF project titled 'Business action and advocacy for the planet'.

This co-financing will support additional funding for **1) business engagement and influence in international nature-related policy agreements, and 2) business for Nature knowledge management and strategic communications** during the period of performance, currently estimated from 1 April 2022 to 31 March 2024. Specifically, the co-financing will cover **staff time, meeting costs, expert consultancy, communication costs and travel expenditures** to support the implementation of the project activities.

This contribution as described above is intended to qualify as in-kind co-financing should the project proposal be successful.

We look forward to continued partnership for the implementation of this project.

Sincerely,

Tom Williams
Director, Nature Action & Water
WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT



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December 9, 2021

Dr. Miguel Morales,
Senior Vice President, CI-GEF Project Agency
2011 Crystal Drive, Suite 600
Arlington, Virginia 22202
USA

Subject: Co-Financing support for "Business action and advocacy for the planet"

Dear Dr. Morales,

On behalf of the MAVA Foundation, I am pleased to inform you that the MAVA Foundation plans to contribute USD 900,000 in co-financing from non-GEF funding in support of the GEF project titled 'Business action and advocacy for the planet'.

This co-financing will support additional funding for components 1, 2 and 3 during the period of performance, currently estimated from 1 April 2022 to 31 March 2024. Specifically, the co-financing will cover staff time, meeting costs, expert consultancy, communication costs and travel expenditures to support the implementation of the project activities.

This contribution as described above is intended to qualify as grant co-financing should the project proposal be successful.

We look forward to continued partnership for the implementation of this project.

Sincerely,

DocuSigned by:
Paule Gros
F7CDD6A2-1F34444

Dr. Paule Gros
Head of Strategic Partnerships
MAVA FOUNDATION



December 1st, 2021

Dr. Miguel Morales,
Senior Vice President, CI-GEF Project Agency
2011 Crystal Drive, Suite 600
Arlington, Virginia 22202
USA

Subject: Co-Financing support for "Business action and advocacy for the planet"

Dear Dr. Morales,

On behalf of the We Mean Business coalition (WMB), I am pleased to inform you that WMB plans to contribute **USD 200,000** in in-kind co-financing from non-GEF funding in support of the GEF project titled 'Business action and advocacy for the planet'.

This co-financing will support additional funding for **business engagement and influence in international nature-related policy agreements; business engagement to create a business/government dialogue in key geographies; and knowledge management and strategic communications** during the period of performance, currently estimated from 1 April 2022 to 31 March 2024. Specifically, the co-financing will cover **staff time and communications costs** to support the implementation of the project activities.

This contribution as described above is intended to qualify as in-kind co-financing should the project proposal be successful.

We look forward to continued partnership for the implementation of this project.

Sincerely,

Rasmus Valanko
Managing Director, Systems Transformation
WE MEAN BUSINESS



WWF International
Rue Mauverney 28
1196 Gland
Switzerland

Dr. Miguel Morales,
Senior Vice President, CI-GEF Project Agency
2011 Crystal Drive, Suite 600
Arlington, Virginia 22202
USA

Subject: Co-Financing support for “Business action and advocacy for the planet”

Dear Dr. Morales,

On behalf of the World Wide Fund for Nature (WWF), I am pleased to inform you that WWF plans to contribute USD 500,000 in co-financing from non-GEF funding in support of the GEF project titled ‘Business action and advocacy for the planet’.

This co-financing will support additional funding for **business engagement and influence in international nature-related policy agreements**, during the period of performance, currently estimated from 1 April 2022 to 30 June 2024. Specifically, the co-financing will cover WWF staff time, communication costs, travel expenditures to support the implementation of the project activities. This co-financing is contingent upon full execution of a grants from the non-GEF funding sources.

This contribution as described above is intended to qualify as in-kind co-financing should the project proposal be successful.

We look forward to continued partnership for the implementation of this project.

Sincerely,



WWF International
Global Coordinator, New Deal for Nature and People
Gavin Edwards



2011 Crystal Drive, Suite 600, Arlington, VA 22202, USA
Tel: +1 703 341.2400
Fax: +1 703 553.4817
www.conservation.org



February 2, 2022

Dr. Miguel Morales,
Senior Vice President, CI-GEF Project Agency
2011 Crystal Drive
Suite 600
Arlington, Virginia 22202
USA

Subject: Co-Financing support for "Business for Nature"

Dear Dr. Morales,

On behalf of Conservation International Foundation (CI), I am pleased to inform you that CI plans to contribute **USD 330,200** in co-financing from non-GEF funding in support of the GEF project titled **"Business for Nature."**

The co-financing will support additional funding for all **project components, project management costs, and monitoring evaluation** during the period of performance, currently estimated from **April 2022-March 2024**. Specifically, the co-financing will cover organizational costs such as CI's global finance, communications, human resources, legal, and IT to support the overall effective implementation of project activities.

This contribution as described above is intended to qualify as **IN-KIND** co-financing should the project proposal be successful.

We look forward to continued partnership for the implementation of this project.

Sincerely,

A handwritten signature in black ink, appearing to read "Barbara DiPietro".

Barbara DiPietro
Chief Financial Officer
Conservation International Foundation

ANNEX O: ESTIMATES OF DIRECT BENEFICIARIES

Workshop	Total beneficiaries Y1	Total beneficiaries Y2	Total	Percentage of which women	Assumptions for calculation of beneficiaries
Inception workshop	15		15	50%	see workshop sheet in budget
Technical webinar for 20 companies with CBD negotiators on GBF and enabling environment for business action	100	100	200	50%	see workshop sheet in budget
Regular roundtables between the advisory groups, businesses, and national governments	68	68	136	50%	see workshop sheet in budget
Capacity-building workshop to advisory groups to support them to guide governments in implementing business-related targets of the post 2020 GBF	20	20	40	50%	see workshop sheet in budget
Multi-stakeholder event on the role of business in driving policy ambition on nature together	50	50	100	50%	see workshop sheet in budget
Knowledge sharing and exchange events presenting the steps companies can and must take to reverse nature loss, including case studies of best practices.	50	50	100	50%	see workshop sheet in budget

Capacity-building workshop on available methodologies and how to integrate into strategies and action plans		48	48	50%	see workshop sheet in budget
Annual Steering Committee meetings	8	8	16	50%	see workshop sheet in budget
Workshop for companies to discuss & identify practical, tangible steps to advocate for nature policies in the context of their country/ies	25		25	50%	see workshop sheet in budget
Webinar in the local language of a participating country, co-organized with a company that leads set-up of event with government counterparts of the country	45	45	90	50%	see workshop sheet in budget
Other activities					
Final workshop		50	50	50%	
Co-development between BfN partners and businesses of high-level nature-related policy suggestions and messaging going into key political moments and MEAs (e.g. UNFCCC, UNCCD).	40	40	80	50%	assuming 20 participating BfN partners and 20 participating company representatives per year

Secure key business messengers such as the CEOs of leading companies, including women CEOs, to share messages at the highest political level, such as at key events and through closed door meetings.	10	10	20	50%	counting messengers as beneficiaries
Formulation of briefing notes for BfN partners, businesses and key UN processes/MEA national delegations.	40	40	80	50%	for CBD, UNFCCC, UNCCD, assuming in total 4 events (travel sheet budget) and assuming of these 2 per Y, assuming per event 10 participating partners, and 10 businesses (see output 1.1.3)
Co-development between BfN partners and businesses of high-level nature-related policy suggestions and messaging going into CBD processes at global level.	40	40	80	50%	assuming 20 participating BfN partners and 20 participating company representatives per year (see output 1.1.2)
Support 20 companies to publish op-eds by their CEOs addressing the CBD in which the importance of an ambitious CBD Post-2020 GBF for business is highlighted and include concrete suggestions for enabling business action for nature in specific sectors the company represents.	20	20	40	50%	counting each company as one beneficiary, assuming 20 businesses (output 1.1.2)

Invite the 20 companies to join the BfN delegation to the COP15 and COP16 for in-person advocacy and engagement with CBD negotiators.	20	20	40	50%	
Organize bilateral meetings between BfN partners, the 10 participating companies and CBD national delegations of all countries the participating businesses have headquarters in.	42	42	84	50%	assuming 10 participating BfN partners, 10 companies (output 1.1.3) and 4 national delegation (counted each as one beneficiary) in total over 2y - halved here
Conduct a Baseline Institutional Capacity Assessment to define a baseline level of capacity of targeted governments to coordinate and engage on issues related to business action for nature, and in particular the NBSAP process.	4		4	50%	counting each government as one beneficiary
Establish national level business advisory groups if necessary.	10		10	50%	assuming one group is established in one country benefiting 10 members
Develop business biodiversity action plans between governments and national business advisory groups to support the implementation of the business-related targets of the CBD Post-2020 GBF in key geographies.	44		44	50%	assuming 4 governments (counted each as one beneficiary), and a total of 4 advisory groups with each 10 members, only Y1

Produce a country-specific and in-depth review of existing guidance and material available on business and nature, including case studies of best practices, and leveraging partner expertise.	500	500	1000	50%	Beneficiaries=those expected to access, download and/or use knowledge product
Development of communication material adapted to different stakeholder types (including media outreach).	500	500	1000	50%	Beneficiaries=those expected to access, download and/or use knowledge product
Set up and promote a one-stop database for converged, simplified and business adapted knowledge products and capacity building material for easy access.	500	500	1000	50%	Beneficiaries=those expected to access, download and/or use knowledge product
Enhance accessibility of existing content/training material for businesses on nature and biodiversity and converge and simplify steps companies can take to reverse nature loss.	500	500	1000	50%	Beneficiaries=those expected to access, download and/or use knowledge product
Disseminate lessons learned that could be replicated elsewhere, e.g., through webinars, articles, or videos.	500	500	1000	50%	Beneficiaries=those expected to access, download and/or use knowledge product
Case studies (4 companies)	2	2	4	50%	assuming companies as an entity

Promotion of case studies via company networks, BfN partners, initiatives and projects with experience and expertise in the area (e.g. SBTN, WBCSD, GCA, World Economic Forum, etc.).	500	500	1000	50%	Beneficiaries=those expected to access, download and/or use knowledge product
Total beneficiaries per Year	3653	3653			
total beneficiaries workshops			770		
total beneficiaries of other activities			6536		

ANNEX P: COUNTRY AND COMPANY SELECTION CRITERIA

Country Selection Criteria

The four countries which will be engaged throughout the project have been selected to maximize potential impact within the timeframe of the project, while leveraging BfN's extensive networks. The objective of the engagement in these countries is to create a business advisory group to the government to support, assist, and inform the government in the development of their updated NBSAPs, especially ensuring it includes a strong business chapter. The selection criteria for countries therefore include the following, each of equal weighting:

1. Impact Potential
 - a) **Economy**: Size of the economy/ GDP,
 - b) **Biodiversity** index/ megadiverse countries,
 - c) **Sectors** that can be covered by the NBSAPs,
 - d) **Success and rapid change** expected so that the adopted NBSAPs can serve as best practice and example for other countries.
2. Feasibility
 - e) **Government** willingness to engage with the project,
 - f) **Partners** in the country who can assist with implementation of the project,
 - g) **Engaged businesses** present in country,
 - h) **Timeline** of the country to update their NBSAPs,
 - i) **Legal framework** already in place and its quality vs. room for improvement.

Based on these criteria, the following four countries have been selected for engagement: **India, South Africa, Malaysia, Colombia**. In case that one of these priority countries should not agree to participate in the project activities, four alternative countries will be selected according to the same criteria.

Business engagement criteria

While the companies for engagement have not been selected yet, criteria have been defined to ensure that only those businesses are chosen which have already taken meaningful steps to address biodiversity loss, climate change, and land degradation and which are recognized as a credible voice for nature. While the project seeks to remain flexible and open to engage with companies from different sectors and at different stages in the process towards nature and climate-



positivity, a risk-averse approach will be taken to avoid unnecessary reputational risk that could compromise the project's advocacy messages. This means that the project staff will assess the credibility and potential risks associated with engaging with specific companies including considering if:

- The company signed up to the "Nature is Everyone's Business" Call to Action;
- The company made a science-based and time-bound commitment to reverse nature loss in some way;
- The company acting to reverse nature loss in some way;
- The company will be seen as a meaningful and credible voice, consistent with BfN messaging and presenting in good faith;
- A BfN partner has strongly recommended the company to be profiled publicly as a credible business voice;
- The company has not been involved in any recent scandals that would defer attention from the ambitious nature agenda BfN is calling for;
- The company has publicly supported BfN's policy messages;
- The company is seen as a leader on sustainability, climate and/or nature.

